SURVEY MIDMONTHLY

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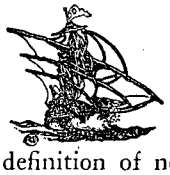

In the engaging article by Karl F. Zeisler this month we have something that smacks of the "man bites dog" definition of news. As associate editor of the Monroe (Mich.) *Evening News,* he has had reams of copy cross his desk purporting to tell the public what social workers are trying to do for the good of humanity. So in a moment of relaxation he has turned the tables, and with extraordinary insight tells the professionals what it takes to do a good job of community organization.

NECKS GO OUT

"The big development in social work up to the 1940's has been in casework and public welfare administration," says the report of a study of Madison (Wis.) board members made by the class in community organization at the University of Wisconsin. "Probably the biggest development in the next quarter century will be in the areas of group work and community organization."

✦ ✦ ✦

"A well known anthropologist, recently commenting informally on the American scene, had this to say," writes Professor Gordon W. Blackwell, of the University of North Carolina, in the December issue of the State Board's *Public Welfare News,* "'To most people community organization is merely lining up a bunch of bums to put some agency's program across.'"

KING JAMES VERSION

Ever since its first appearance, the "Social Work Year Book," paradoxically published every other year by the Russell Sage Foundation, has served as the bible of authoritative reference for social workers, near social workers, and a far flung public intermittently curious about social work. From the 1947 edition, "coming off the press as we go to press," editor Russell Kurtz has been good enough to select a few choice highlights of "social work's adjustment to the problems of postwar America." (See page 72.)

DANGEROUS GROUND

"A community program for the aged is a preventive program" announces a special bulletin of the National Council of Jewish Federations and Welfare Funds. Fortunately, a further sentence shows this to mean a program which will help aged people "grow old gracefully and with as little disturbance of their normal living arrangements as possible," and not a recrudescent advocacy of the prevention of old age by chloroform at sixty.

IN THE MARCH SG

The lead article in the *Graphic* this month is by Kathryn Close, former *Midmonthly* editor, who writes an arresting story of the first decade of collective bargaining in steel. Also, don't miss: "Time for Morality," by Henry A. Murray, M.D.; and "Trade Disarmament," by James T. Shotwell.

APPOINTMENT

Announcement of the appointment of Bailey B. Burritt as executive director of the National Health Council is a reminder that added strength to this body was one of the major recommendations of the Gunn-Platt survey. Long a leader in bringing about progressive health developments in New York City, Mr. Burritt retired in 1944 from the senior executive directorship of Community Service Society, Inc. Budget for the Health Council was assured last spring by a substantial grant from the Rockefeller Foundation.

WRITE

Although the 79th Congress passed the National Mental Health Act, setting up a far-reaching program in the U. S. Public Health Service, it neglected to allocate any money. President Truman's budget recommendation for $6,000,000 is now in the hands of an economy-minded Congress. With the critical bottleneck in psychiatric service, the moral seems obvious.

PROGRESS

After World War I, an estimated 16,000,000 people died from flu alone, and an unknown number from typhus, typhoid, malaria, smallpox, and other contagious diseases. . . . After World War II, by the end of 1946, UNRRA reports, influenza never really got started, typhoid was under control, diphtheria had been greatly reduced, typhus was rare, smallpox and the plague had been virtually wiped out.

WRONG HYPOTHESIS

"When public assistance programs were inaugurated in 1936, many thought the county infirmary . . . no longer would be necessary," comments the Indiana State Department of Public Welfare. "In the ten years since then only five county infirmaries have been closed in Indiana. Of these, one burned, one was confiscated by the federal government for use of the site in an ordnance plant." Peak load was in 1933, but the 3,707 present inmates outnumber those cared for in years prior to 1928. The reason seems to be

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an increasing number of aged persons without homes of their own. On June 30, 1946, two thirds were sixty-five or over.

OH HUM!

From the January 1947 issue of *Survey Midmonthly*:

"Ninety-one were community chest agencies with 3,636 full size employes." Spinach eaters, no doubt.

DOWN UNDER

Our Australian correspondent sends the following clipping from the *Sydney Morning Herald*:

"The Australian Association of Social Workers is the newly formed national body of professional social workers. . . . At a meeting of the federal council [of the association] it was decided to hold an Australian Conference of Social Work in Sydney next year. . . . Detailed reports of meetings of the International Conference of Social Work held in Brussels . . . were discussed."

RESEARCH

Evaluation of streptomycin — a drug developed from soil fungus—as a means of treating tuberculosis, will be the object of special research intitiated by the U. S. Public Health Service. . . . National Research Council program for the procurement and distribution of heavy isotopes for medical research, particularly in connection with cancer, began in January. . . . Success in obtaining a concentration of polio virus at least 80 percent pure was reported by Drs. Hubert S. Loring and C. E. Schwerdt of Stanford University. . . . A new drug, belonging to the vitamin B complex, producing marked clinical improvement in the treatment of Rocky Mountain fever, is reported by four doctors from the Delaware Hospital, Wilmington. . . . Changes in the treatment of leprosy made possible by new sulfa drug therapy are advocated by the National Advisory Committee on Leprosy.

ALCOHOLIC NOTES

"What many hospital trustees . . . and executives need is a stimulating drink," cracked Dr. E. M. Bluestone of New York's Montefiore Hospital, in commenting on a study by the New York Academy of Medicine, which showed that 60 percent of doctors do not treat alcoholics in any shape or form and that municipal hospitals when they admit drunks, sober them up and try to get rid of them as soon as possible, while private hospitals usually bar them entirely. . . . Total annual cost of drunkenness to taxpayers in Massachusetts is estimated at $60,000,000.

RECREATION PROFILE

A typical local public recreation executive, according to the National Recreation Association, is between twenty-five and fifty years of age, married and the proud parent of children. Ninety-four percent are college trained, usually with a major in education, recreation administration, physical education, or social science. Median salaries range from $3,300 in cities of 10,000 population to $6,000 in cities of 500,000 and over.

CHATTER

Perfect maternal mortality score was recorded by the Duluth (Minn.) health department in 1945 — no deaths from diseases or complications of pregnancy and child bearing. . . . Thirty-seven percent of World War II veterans have applied for vocational training or education. . . . White House Conference on Family Life is being proposed for 1948. . . . "It seems probable that the inquiry into social security by the Senate Finance Committee will get under way after initial organizational hurdles are over," writes Elizabeth Wickenden in the APWA *Newsletter*. . . . Authorized agencies in New York City received requests for 8,200 babies for adoption during 1946 and were able to supply only 805, according to the Welfare Council. . . . Fifty percent rise during 1946 in number of homeless, and stranded persons seeking help is reported by the Community Service Society of New York.

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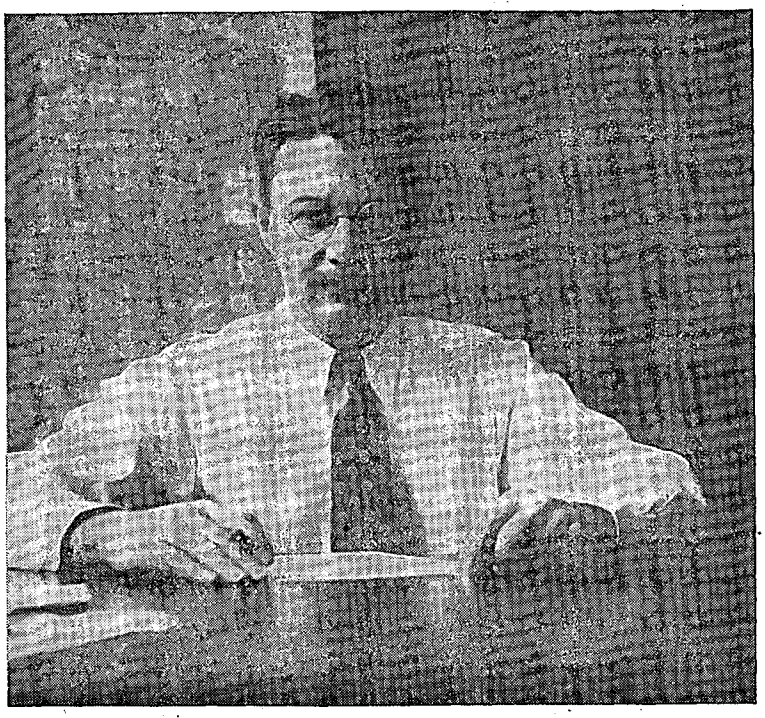
Community Organization from AN EDITOR'S DESK



Karl F. Zeisler, associate editor of the Monroe (Mich.) *Evening News*, steals some thunder from the professionals

When I went in to register with the new civilian defense council on December 8, 1941, the questionnaire that my neighbor handed me was not unfamiliar to me. But I still chewed my pencil some moments before putting down what I thought I was best fitted to do on the home front. Finally I wrote "community organization." My neighbor's eyebrows shot up several inches. He didn't realize that this is a job which an editor in a small town probably knows as much about as anyone.

A new group or committee that wants to start a lodge or club or something else always comes first to the paper for publicity—and keeps coming. So an editor gets to have a pretty good idea about how such things start and what keeps them going. Over the years I have seen community groups formed for all sorts of purposes, from a war bond rally to treating crippled children, from backing a bond issue to celebrating an E award. They often want advice and help. Whether he wants to or not, whether or not he gives a hoot about the objective, the editor participates because he has to cover the story.

For example, when the Community Chest, a sort of closed corporation in our town, turned down support of a new community center, the paper pointed out some of the inflexibilities of the chest set-up and the reasons for them. A day or so later the chest board called me before them, said they agreed; and how about fixing things up. I suggested that a committee be put to work on a new plan of organization, and having exposed my tonsils, had my toes tickling them in no time. We finally got the job done, submitted the new plan, it was accepted and the reorganized chest has survived, and thrived.

A few experiences such as that and you learn to make suggestions only when you are prepared to do something about them. I understand the sociologists have university courses on community organization. I am not that kind of an expert, but a sort of mechanical repairman or trouble-shooter.

Leadership

Community organization, of course, is a task for community leaders. I got so I could tell, from the list of officers, whether or not a new organization would sink or swim. The objectives and intention of the people behind it are a lot more important than the form of its charter.

Who are community leaders, and how do they get that way? As far as I know, they are people who start out by volunteering their personal, active participation in something that interests them and that no one else seems to be doing. That's the only way I've ever seen them get started, unless they happen to be born into the community's leading families and have the work shoved at them by reason of personal prestige. And that doesn't make them leaders.

I remember the sad experience of a leading professional man, Dr. Eldridge, let's call him. For twenty years Doc had one of the biggest practices in town, and he slaved at his job, as any good family doctor does, day and night, seven days a week. No one asked him to serve on committees or take the presidency of the Lions Club or head the Community Fund drive because it was plain he was just too busy. Then Doc took in as partner a young M.D. just out of internship. We had a cup of coffee together one day at the "Greasy Spoon."

"I'm beginning to see daylight," he confided. "The young squirt's taking hold. In a few months I'll be able to tackle some of these community jobs. I'd like to see us have a real public health department and a home nursing service and better food and milk inspection."

"That's fine, Doc," I said. "We'll be glad to help any time you're ready."

After that I watched Doc, a man of fifty, who had never even been chairman of a medical society committee, try to break in as a community leader.

"What's the matter with me?" he asked one day in my office. "I've tried several times to get a committee together to start on this health department business and I can't get to first base. Everyone I ask is too busy, or

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not interested or leaving on a trip. How the hell do you get going?"

The doc's trouble was all too evident. He was getting a late start. The men and women he knew were mostly of his own age and either already committed to other community jobs or, as he lamented, just not interested in his. He didn't know the rudiments about getting a committee organized, sanctioned officially, and started working.

I made a few suggestions, and quietly saw a few people in a position to help him, and he finally did get his committee. They had a rough time, encountered unnecessary obstacles, rubbed the wrong people the wrong way. But eventually, after a couple of years, Doc got his health department set up and had earned his spurs as a leader.

I mention his case because I believe that no one, regardless of prestige or standing, can become a community leader or initiate community endeavors right off the bat without a period of apprenticeship, without some practice in the bush leagues, and without a fairly intimate acquaintance with people in the community who get things done. So if you're interested in being a leader in your community, start young. Stick to modest assignments until you know the ropes, but stick to them. Then, even if you have to wait as long as Doc did, at least you will be partially trained and equipped for leadership.

Less Talk—More Business

When any group is called together to organize for any specific purpose someone invariably pops up to demand a constitution and by-laws—there's one in every crowd. As a result they often spend so much time and energy going over drafts of these nuisances that all the steam has gone out of them before they get down to work. My advice is to skip by-laws writing until you know what you are after and have accomplished something concrete. If eventually you have to have a charter, keep it simple and short, with a clear statement of objectives, and make it easy to amend.

You can put it down as a rule of thumb that no group of more than six people, however united in purpose or agreed on method, is ever going to get anything done. The simple reason for this is that every one has to have his say, and by then it is 10 P.M. and time to adjourn. Therefore funnel as much work as possible through a small executive committee. Only a few people in any group will function anyway, and they might just as well do it all. Avoid the mistake of setting up a half dozen committees, because the odds are against more than half of them ever even meeting.

I know this is contrary to the democratic idea of getting everybody to work, but in the early stages of an organization it is the only way to get things done. When a large group is called together the inclination is to talk all around the subject and never get down to business. When it gets away from the agenda it is likely to wind up at midnight with nothing done and everybody fed up. This is why committee members go nuts.

Later on, after a group is going strong, committee members who've been trained in the executive committee can be shifted to other committees. Then the work can be satisfactorily parceled out among more people.

But in any case, no large group meeting should ever run over two hours. The human capacity for maintaining contact between the rump and a hard-bottomed chair is definitely limited. One hundred twenty minutes is the maximum. I have clocked it often. If the meeting is held in conjunction with food, the limit is still two hours —one hour to be served and one hour for business. And if you really want to get such a group down to business, schedule the meeting first, the food afterward. There is nothing like hunger, and the knowledge that grub is awaiting a windup of the discussion, to facilitate group business.

One community center's board has the most successful record for sustained interest of any organization I have ever observed. It wangled a building which the city had taken over for taxes, funds from the Community Chest, furnishings and equipment from everywhere. Despite difficulty in getting personnel during the war, it has progressed steadily and built a place for itself in the neighborhood.

Operation

Here is how it operates: Board members are deliberately chosen for their interest or official position, by a nominating committee, with a judicious mixture of the people in the neighborhood it serves, and those from the right side of the tracks. It is one of the few common meeting grounds for colored, white, Jew, gentile, Catholic, and Protestant, native and naturalized.

It is a big board, but it puts specific tasks in the hands of a small executive committee. It meets regularly on a stated day (this is important) once a month in its building, and it invariably has a potluck supper. Italian spaghetti, German cookies, French soup, Hungarian goulash mingle on the table with delicious rolls baked by one of the Negro men, ice cream brought by a bachelor member, and salads made from her own garden by a Czech woman who works ten hours a day as a cook. Somehow this shared food breaks down all social barriers and gives each member, from whatever side of the tracks, the feeling of belonging.

Most of the necessary action is taken informally before supper by the executive committee. But there is free and open discussion in the board meeting, with the mayor or the juvenile judge—as well as youngsters from the youth board—taking part. Each one has the feeling that he is getting down to brass tacks and contributing something worth while to the neighborhood and the community. After the meeting breaks up, the women clear the table, a hired girl washes the dishes, and the men usually adjourn to someone's home for a beer and poker session. Crazy as it sounds, this is one of the most forceful and influential groups in the community—the public bodies, which are well represented on it, usually jump to follow its suggestions.

Community Action

One thing I learned about this business after a bitter experience. A volunteer committee of luncheon club members and realty men had done a whale of a good job drawing up a sound, sensible, practical plan for emergency war housing. They then submitted it to the city. It was accepted and placed on file, period.

This taught me the secret of first getting official sanction before tackling a job that requires official action. If it involves the city government, get the mayor to appoint the committee, or failing that, put city officials on the committee who can see that action is taken. If it involves the schools, do the same thing with the board of education, and so on. Don't expect any public body to act on an unofficial report or suggestion unless you have carefully prepared the ground.

There is a corollary to this, too. Don't put public officials on the spot except as a last resort. Suppose, for example, a committee wants to persuade

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the city to hire a policewoman to see that poolrooms, dance halls, taverns, and the like observe the laws respecting minors. So it digs up all sorts of ammunition and then lets go the blast before the city commission and in the papers. The chances are the police commissioner, or whoever the appointing official is, will feel so bruised and set upon that hell or high water wouldn't move him to hire a policewoman.

A better way is to call the commissioner in to a private meeting with the committee leaders, go over the report with him, ask him if he agrees and is willing to act. Nine times out of ten, if the committee has done its job, the battle is over right there.

If the police commissioner says "No," then is the time to put him on the spot. He's had his chance to cooperate, and the committee is now forced to apply pressure. Let go the blast, but be sure first you have lined up some city official to back you up and move for action on your report. Otherwise, there is not one chance in a hundred that official pressure will be brought to bear on the reluctant police commissioner. Public officials as a rule stick together.

Public Campaigns

Often, more's the pity, community action requires a public campaign. The very word makes me shudder; watch your editor cringe when you approach him with a campaign. The reason is that most committees have just one idea about a campaign. They think that if they fill the paper every day for a week with articles, editorials, and pictures, the goal will be reached, the bond issue voted, the fund raised, or the candidate elected. Tain't so; publicity alone never put over a campaign that wouldn't have gone over without publicity.

I saw a fine example of how not to run a campaign in one town where I worked. The school board finally got up courage to ask the people to vote additional taxes to build some much-needed schools. It announced its intention in the paper, it advertised the dates and places to register and the time of the election, it sent the superintendent around to talk to the real estate board and the luncheon clubs. There, as far as the board was concerned, the campaign wound up.

The real estate men promptly came out against the proposal—no time to raise taxes, they said. Somebody, either the real estate men or the industries, did some foot work and got a large number of taxpayers to register. I realized the jig was up when I saw a top factory executive in the voting line ahead of me—he and a lot of his employes were there to vote "No." The proposal went down 5 to 4. The "quiet" campaign backfired.

Spike the Guns

The first essential in any campaign, for any purpose, is to spike the guns of the opposition. In this case, for example, the board should first have called in the heads of industry, the leading merchants, the big taxpayers and laid its cards on the table. It should have gone over its actual financial position and the necessity for additional taxes, with all the figures, properly audited, to back it up. It wouldn't have persuaded all of them, of course, but it would have stopped talk that the school board didn't need the money, was going to squander it on swimming pools and besides the state or the federal government would come through with the money if schools had to be built. Primarily, this talk reflected lack of public confidence in the board of education and its motives, a direct reflection on the board's failure to enlist such confidence.

Next, the board should have met with the realtors and any similar groups likely to be opposed and, after telling them its story, should have secured a commitment either to endorse the proposal or refrain from fighting it.

Such a request could hardly be refused unless the opposition could offer an alternative plan. The same procedure should be carried out with representatives of all the labor unions—the largest organized group of voters. Only after all likely sources of opposition had been given the picture, should missionary work have been started among the luncheon clubs, civic organizations, parents and the women's groups.

You see what I mean when I say campaigning means hard work for other people besides the poor newsman who has to grind out the publicity. When all this groundwork has been laid, the publicity can start. In this case, it should have included endorsements from a number of respected citizens of all ranks and affiliations, including some from the Catholic and Lutheran faith, inasmuch as they have to support their own parochial schools and hence object to paying public school taxes. The endorsements should have carried their actual reasons for voting favorably. A question and answer summary of the whole proposal might well have been carried in conspicuous but not showily expensive advertisements.

Facts, properly distributed to the proper people are what win campaigns. The most effective campaign I ever witnessed in all my experience was cinched by a three-inch story on page one of the paper. Three times the voters in my county had rejected a bond issue for a new jail. Who wants a jail? they snickered. Let the prisoners be jammed into the old jail—which wasn't big enough to contain an average day's haul—it serves them right. Then, bingo, the state condemned the jail and padlocked it. County prisoners had to be transported and boarded in the next county.

The news story that won the next bond issue campaign merely listed the cost of transporting and boarding the prisoners. Once the people saw that it was a losing proposition to have no jail, they voted overwhelmingly to build one, and quick. Facts are not always that simple and compelling, but the campaigners' task is to condense them and dramatize them as much as possible and then hammer them in.

Up to now, I haven't said anything about enlisting the press in campaigns. I hesitate to do so, because the tendency in any campaign is to keep running to the newspapers. My only advice is to use, not abuse, the press. The best way to use it is to furnish the papers with every scrap of information—not just propaganda—you can dig up. That means local information, not the canned stuff that comes from national headquarters. If you do this, instead of expecting the papers to do it, you will be pleasantly surprised by the result. And it's a good idea to ask the editor what information he wants and what the committee can dig up for him in the way of interviews, endorsements, pictures, and so on. As a final hint, don't put a big advertiser on your publicity committee; the editor is likely to think you're trying to high-pressure him. Put someone on who has frequent contact with the papers and is personally popular with their staffs.

BUT WHEN ALL IS SAID AND DONE, I still hold that no community, anywhere, anytime, ever got off its easy chair to do something without a leader. If you've got something you want your community to stir around about, that leader can be you.

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Delinquency Requires Treatment

SIMON DONIGER, director, Jewish Child Guidance Bureau, Newark, N. J., throws new light on juvenile antisocial behavior.

While it is true that people are becoming increasingly aware of the influence which our emotions have on our behavior, the actual application of this awareness, particularly in the field of juvenile delinquency, still meets with a great deal of resistance. Our representatives of law and justice will, without any difficulty, accept and even search for the help which psychiatric knowledge can give them when they are "up against" the bizarre and baffling behavior of the obviously neurotic individual. Generally speaking, no such help is sought after in their considerings of what to do or not to do with the juvenile delinquent. Here, "common sense" still is held to be sufficient to deal with such "ordinary" symptoms as stealing, aggression, sex delinquency, and so on.

It is because of this approach and our failure to recognize the importance of the emotional component in most, if not all, of delinquent behavior, that all of our attempts at so-called treatment of the juvenile delinquent are so fraught with confusion and lack of insight. Lacking clarity and faced with the necessity of giving some kind of explanation for the manifestation of juvenile delinquency, we resort to broad, meaningless generalizations. Delinquency, we say, is the result of poverty, slums, broken homes, and as we can do very little about these larger problems anyway, we find ourselves in the position of not doing anything at all that is specific or really constructive.

Now undoubtedly, poverty, slums, broken homes, and the like, are contributing factors to the problem. They certainly can be precipitating factors or even catalytic agents as far as delinquency is concerned, but our experience shows that they cannot be charged with the specific causes of juvenile delinquency. If that were so, *all* children living under conditions of poverty, *all* children from broken homes would become juvenile delinquents.

Individual studies of delinquents, instead of generalizations, have enabled us to see that even a broken home, frustrating as it may be, is not pathological *per se*. Delinquency results in the broken home only when the adult members of the family compensate for their own frustrations by using the lives of their children as emotional outlets, preventing the children from resolving early attachments and charging every attempt at independence with such guilt and anxiety as can be allayed only by committing antisocial acts.

Or, as so frequently happens, delinquency occurs when parents totally reject their children because of their own infantile preoccupation with their own needs, to an extent which denies the child any semblance of familial, affectionate relationship. Thus, the influences of poverty and of slums operate selectively and only those children whose ego-structure has been seriously weakened by a depriving, frustrating, and anxiety-producing environment, succumb to its effects. The rest do not.

Further proof that antisocial acts are manifestations which transcend social or economic need, or bad neighborhoods, is to be found in the stubbornness, persistence, the masochistic and punishing quality which frequently accompanies delinquent behavior. As our individual studies and research of delinquents has progressed, we have begun to see that even transgressions in the form of so-called everyday behavior are often due to disturbed emotional relationships and that the treatment of the transgressor requires the same degree of profound knowledge and skill as the more obviously complicated and bizarre behavior of the neurotic individual.

A Complex Problem

It is these observations which have led us to the conclusion that delinquency is not quite so simple a manifestation as we used to think, and that its treatment, consequently, requires more than mere environmental manipulation. It becomes evident that much, possibly even all, antisocial behavior is essentially a defense against inner anxieties and conflicts which are a greater threat to the individual than all the punishment he might receive.

When we look at punishment in this light, its failure to treat or to cure is no longer the mystery, the puzzle, which it so frequently seems. It then becomes quite obvious why punishment is not treatment at all, and that the only effective treatment, even with the juvenile delinquent, is a process which can enable him to give up his defensive behavior because he no longer needs it as protection. The only treatment that really can carry over in terms of healthy emotional growth, is to enable the delinquent, through relationship, insight, understanding, and interpretation, to develop sufficient self-respect and dignity, sufficient ego-strength, so that he will no longer need to resort to antisocial acts as his only possible defense against the anxiety and conflict within him.

Authority in Treatment

Responsibility for the slow acceptance of this concept of treatment, rests in part on those of us who have been stressing the importance of emotional causation of delinquent behavior. Our awareness of the possible destructive effects of ruthless authority as sometimes used by judges, correctional authorities, parole and probation officers, has made us shy away from authority altogether.

In our early gropings we failed to see that intelligent authority can be a very important therapeutic factor in treatment. We overlooked the fact that authority, wisely used, can help bring about acceptance of treatment, give children something to depend upon and allay anxieties which otherwise would lead to rebellion through antisocial acts. We did not see that the inadequate ego-structure in the delinquent, which is often due to an environment depriving the child of the emotional ability to identify with positive elements in either parent, frequently could be remedied only through a consistently sympathetic *authoritative* relationship. We did not realize that our objection to using authority in treatment was not due to lack of therapeutic value in authority *per se*, but rather to its punitive misuse.

The concept of "passivity" current in many quarters only a few years ago, was one result of this tendency to back away from the constructive use of authority. Based on a deadly philosophy

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of neutrality, this concept seriously interfered with the development of a therapeutic relationship with the delinquent individual. As one youngster expressed it in a letter written from a correctional institution to which he had been committed to the caseworker who had been working with him: "Whenever I was bad, you used to say, 'Jack, I know how you feel.' Well, you knew how I felt, I know how I felt, but I didn't know how you felt."

Happily, the realization is spreading that authority sometimes is the *only* condition under which effective treatment can take place. A good deal of stress was placed on this point of view in several sessions of the 1946 annual meeting of the American Orthopsychiatric Association. Marie F. Rappaport, supervisor of protective services in the Baltimore Department of Public Welfare, writes: "Thus far, our experience has also proven that it is infinitely easier for the agency to help and for the girl to be helped if she comes on probation. The authority of the court is now as it always has been, a powerful dynamic—a dynamic carrying within it the power to help another to change." We may hope that this changing attitude will bridge the gap between the official agents of our authoritative bodies, and psychiatrists and caseworkers, in a joint exploration of effective treatment processes.

Training and Personnel

The successful use of these treatment processes calls for a professional equipment that goes considerably beyond the standard techniques now possessed by most caseworkers. At present, except for a small group of lay analysts, most of them European or European-trained, the only way that effective psychotherapy can be gotten for the individual delinquent is through the medically trained psychiatrist who may use, as an adjunct to his treatment, the service of a psychiatric social worker and occasionally a psychologist.

Ideally, to be sure, it is logical to limit the field of psychotherapy to medically trained personnel. But in view of the great need and demand, this is absolutely unrealistic. While many psychopathological problems have, or may have, an organic genesis, nevertheless there are many areas in the field of child guidance, and particularly among juvenile delinquents, where the genesis is psychological. To insist that we must use only physicians in dealing with such problems is very uneconomical. It is as if we required a fireman to have training in engineering, simply because on rare occasions, knowledge of engineering principles would be useful to him in determining structural tensions or in solving similar technical problems.

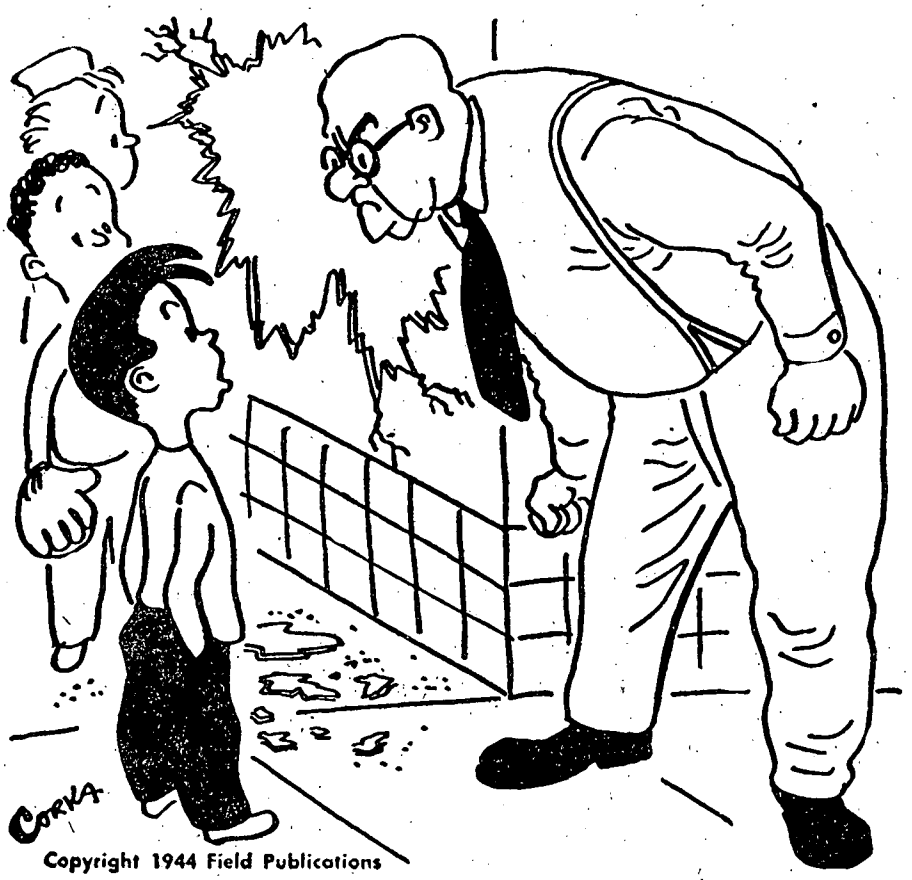
The most ambitious program to train psychiatrists cannot hope to meet the pressing need of juvenile delinquents and of the many others in our population with personality and behavior deficiencies. So great is this need that, as Lee R. Steiner has pointed out in her book, "Where do People Take Their Troubles," large numbers are turning to quacks and charlatans for help. (See *Survey Midmonthly*, February 1946.)

The question of who would do psychotherapy — the social worker, the psychiatrist—is academic, for it deals with absolutes rather than with current needs and the realistic compromises necessary to meet them. Of course the caseworker, with his present training should not do psychotherapy. But the psychiatric social worker has the basic training to equip himself for what ought to be a new profession—the profession of psychotherapy.

Some attempt in this direction is now being made through in-service training to equip psychiatric social workers. But this involves too much groping, too much experimentation to be justifiable. The grade A schools of social work could very well extend their present programs to include this new training. Nor do I think that it need be made available only to psychiatric social workers, for there are a number of clinical psychologists who are sufficiently equipped to take it.

The biggest obstacle standing in the way of a more realistic approach to the development of service for people with behavior and adjustment problems, is our traditionalism, our narrow perspective, sometimes just our laziness. We argue in self defense that we are not ready for experimentation, or are unwilling to foot the bill. But as Doctor Healy so well puts it in his description of treatment at the Judge Baker Guidance Center, ". . . if skillful and planful therapeutic effort can be carried out, many an adolescent with definitive personality disorder may show a considerable degree of recovery which in all probability he would not have shown without such therapy."

It is high time that this service, now rendered only to a minute portion of the children who need it, be made available to all.



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"Well, then, summon the police. They will tell you, as have I, that your recourse is in civil, not criminal law."

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HIGHLIGHTS FROM—

Social Work Year Book 1947

Russell Sage Foundation's "Social Work Year Book 1947" is being published this month. Its editor, Russell H. Kurtz, who is also a contributing editor of *Survey Midmonthly*, has picked from its seventy-nine articles a few paragraphs of significant fact and trenchant opinion.—The Editors

THE AGED

• One of the needs keenly felt by all groups in the community is that of care for the older person of failing mental powers whose condition in no way warrants placement in a hospital for the mentally ill. There are few persons of this age group who can benefit from the therapeutic services of such hospitals. Yet about 30 percent of new admissions to institutions of this type in New York State are persons sixty-five years of age or over. Many health and welfare officials have recommended that there be developed a special type of sanitarium, adapted to the needs of the aging group. . . . To supplement such facilities, and make family care feasible, there is need for more visiting nurse, visiting housekeeper, and public health services, as well as social work services, particularly in rural areas.—*Ollie A. Randall in The Aged.*

• Perhaps the greatest weakness in the old age and survivors' insurance program is its limited coverage. Because of this limitation, many workers who have had substantial periods of covered employment fail to qualify for benefits, and many of those who do qualify receive smaller benefits than they would if all of their wages could be used in computing their benefit amounts.—*Oscar C. Pogge in Old Age and Survivors' Insurance.*

CHILDREN

• In the Family Allowances Act of 1944 Canada has moved ahead of the United States to introduce to North America a new type of social security. The plan, as amended slightly in 1946, provides for the payment of cash allowances to families in respect of virtually all children under sixteen years of age who are attending school. . . . Average payments per child have ranged close to $6 a month. The scheme is adjusted to the income tax system so that as incomes rise families receive progressively less benefit, decreasing to none for the upper income groups.—*Harry M. Cassidy in Canadian Social Work.*

• Prevention of child labor in agriculture is difficult because of our traditional conception of farm work. We in the United States like to think of our agricultural system as one of family enterprise in spite of the great change in farm methods through the growth of large scale industrialized farming. This system requires thousands of seasonal workers, drawn partly from the rural families displaced by this very growth in the size of farm holdings. The public is slow to understand that the field work of children in this system is not the same as the work of children on their home farms.—*Beatrice McConnell in Child Labor and Youth Employment.*

• Despite the discouraging failure of the federal government, the states, and most local communities to sustain adequate group day care programs, there is a growing awareness of the importance of this type of day care. . . . The extent of need for day care services is greater now than in 1941, because of the increased number of homes in which the mother is the sole or major support of the child or must work to supplement the father's earnings.—*Alice T. Dashiell in Day Care of Children.*

• Two favorable factors which have helped [children's] institutions to meet these [budgetary] problems are: a marked increase in incomes from parents, some institutions and foster home services having doubled or trebled such income; and the tendency to reduce greatly the average length of a child's residence in an institution. The annual per capita cost of care, therefore, has less meaning than heretofore. . . . The more significant amount is the sum required to complete the service needed per child. —*Howard W. Hopkirk in Foster Care for Children.*

FEDERAL SOCIAL SERVICE

• A description of the actual social service activities of the federal government gives no reflection of the tremendous ferment of plans, proposals, and discussion which has characterized the year following the ending of World War II. No field of welfare activity has been without its major legislative proposal, and the fact that few of these have yet been enacted does not lessen the significance of the processes which have taken place during the year. The significant forum for their consideration has been the hearings of congressional committees. . . . It is in the debate and hearings of Congress that the student of political trends can see most clearly reflected the growing preoccupation of the federal government with the welfare of its individual citizens.—*Elizabeth Wickerson in Federal Agencies in Social Work.*

HEALTH

• The greatest inadequacy of our present social insurance system is, of course, the failure to provide protection against the economic hazards of ill health. . . . Except in periods of deep and prolonged depression, ill health is the leading cause of destitution in this and other industrial nations.—*Arthur J. Altmeyer in Social Insurance.*

• While the falling death rate [from tuberculosis] is cause for satisfaction . . . during the war years, for every three lives lost in combat by our armed forces, there occurred more than two deaths here at home due to tuberculosis. . . . In war-ravaged countries . . . reports by competent observers indicate an appalling upsurge in the incidence of and deaths from tuberculosis. Axis-occupied areas suffered most. . . . Enemy camps containing prisoners of war, displaced persons, and slave laborers . . . automatically fostered tuberculosis. Surviving inmates, as they now migrate to their former or new homes, inevitably will spread the disease. The seeds of a bumper harvest of tuberculosis have been sown throughout Europe and Asia. —*Charles E. Lyght, M.D., in Tuberculosis.*

• Exact figures on the cost of local health services are difficult to obtain . . . Perhaps the significant extremes in funds available are from 25 cents to $2 per capita per annum. One dollar per capita is accepted as reasonably adequate for most routine health services. Few local health department budgets exceed 80 cents per capita; many must get along on about half that amount.—*Wilson G. Smillie, M.D., in Public Health.*

• Since 1940 an increasing number of state agencies for crippled children have been developing programs for the child afflicted with rheumatic fever and heart disease. As of June 30, 1946, twenty states had established approved rheumatic fever programs.—*A. L. Van Horn, M.D., in Crippled Children.*

JUVENILE OFFENDERS

• America's jails have long been known as her worst penal institutions. . . . While the law generally forbids the detention of juveniles in county jails and while large communities provide special detention quarters for children, many states are still compelled to use

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the jail for juvenile detention. . . . This unfortunate practice is bound to become more and more of a problem as the upper juvenile court age is increased through legislation.—*Thorsten Sellin in Adult Offenders.*

• Of outstanding importance has been the development of local and state departments of public welfare. Many children who otherwise would come to the attention of the juvenile court are being dealt with in their own homes and without court action through child welfare services afforded by local departments.—*Alice Scott Nutt in Juvenile and Domestic Relations Courts.*

PUBLIC ASSISTANCE

• The Social Security Act requires that [categorical] public assistance must be available in all local subdivisions if a state is to get federal funds. Payments in all categories are now available in every county in the United States. In contrast, at the end of 1934, old age assistance and aid to the blind were available in less than one third, and aid to dependent children in about half, of the counties in the United States.—*Howard L. Russell in Public Welfare.*

• In a few states the general assistance program provides fairly comprehensive coverage and is administered as a cash assistance program based on adequate standards of assistance, and with due regard for the rights and dignity of the recipients. In a number of states or localities, however, the program has many characteristics of the early poor laws. . . . Federal financial participation and deletion of residence restrictions would substantially assist the states in developing more flexible programs.—*Rose J. McHugh in Public Assistance.*

PERSONNEL STANDARDS

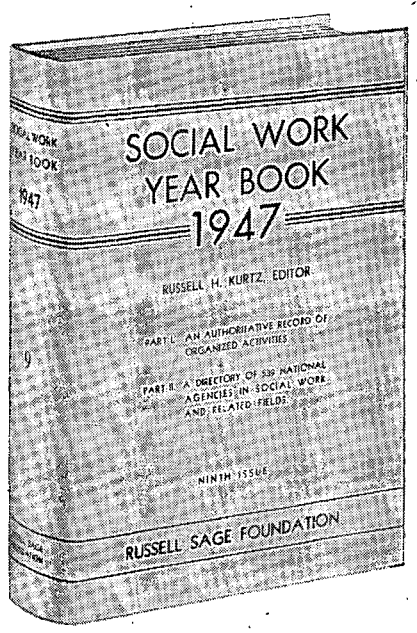
• Much more has been achieved by governmental agencies, particularly those administering social security programs, than by voluntary agencies in establishing position classifications, pay plans, and uniform personnel practices. The public programs are constantly improving the techniques necessary for their difficult tasks. The classification of employes in the voluntary agencies presents many administrative difficulties but a growing interest on the part of agency executives is a hopeful sign.—*Florence I. Hosch in Personnel Standards in Social Work.*

PSYCHIATRIC SOCIAL WORK

• As in any growing profession, questions and controversies are appearing in the psychiatric social literature, as well as in the literature of psychiatry itself. The chief controversy at present centers in the question as to whether psychiatric social workers can and do practice therapy. If so, under what conditions and with what training; if not, how is their work differentiated from what other social workers do, and how from the psychotherapeutic techniques of psychiatry itself? These are philosophical and technical questions which are currently receiving a great deal of interested attention and discussion. — *Margaret Hagan in Psychiatric Social Work.*

RECREATION

• The organized summer camp is distinctly an American invention. . . . So numerous are the agencies now operating organized camps and so rapid is the growth of camping that any estimate of the number of organized summer camps and of individuals enrolled annually in these camps would be largely conjecture. Ten thousand camps, with an enrollment of three to five million persons, is perhaps a conservative "guess."—*Hedley S. Dimock in Camping.*


SOCIAL WORK
YEAR BOOK
1947
RUSSELL H. KURTZ, EDITOR
PART I. AN AUTHORITATIVE RECORD OF ORGANIZED ACTIVITIES
PART II. A DIRECTORY OF 539 NATIONAL AGENCIES IN SOCIAL WORK AND RELATED FIELDS
NINTH ISSUE
RUSSELL SAGE FOUNDATION

• Neighborhood house activities are a force in American democracy. Where different cultures meet in work or play as neighbors, the strands of racial tension do not snap easily, and efforts to create better racial and cultural understanding are less tinged with artificiality.—*Frederick J. Soule in Settlements and Neighborhood Houses.*

VETERANS

• Community response to the needs of the veteran for guidance has proved to be very uneven, with some localities having a number of unrelated coordinating groups and others having no veterans referral agency of any type. Where the problem has been solved most satisfactorily a strong central agency has been established with offices in a prominent location and with a staff skilled (a) in helping the veteran-applicant to understand his own needs and (b) in referral to established community agencies where assistance could be given in meeting these needs—whether for employment, housing, or social service.—*Edith Spray and Gertrude Longden in Veterans' Benefits and Services.*

VOCATIONAL REHABILITATION

• For every person permanently disabled some form of support must be provided. In the past this has too often meant governmental or voluntary assistance—a temporary palliative—at an average yearly cost per case of $300 to $500. Vocational rehabilitation is effected at an average cost per case of $300, which is a nonrecurring expenditure.—*Michael J. Shortley in Vocational Rehabilitation.*

WELFARE PLANNING

• A direct result of the experience of the war years has been a better understanding of the value of social services and a greater acceptance of them as an integral part of community life. It is now recognized that if we are to deal effectively with the problems individuals and communities face, we must enlarge our program of community health and social services. Another important development for the social work profession is the growing awareness of the necessity for making social services available to all people in all economic groups. —*Joseph P. Anderson in Social Work as a Profession.*

• Social planning is at present the dominant activity among groups concerned with community organization. Wherever social planning has been carried on at a competent level, many benefits have ensued. But in general the base of participation has been too narrow. Moreover, the goals sought have been too modest in the light of the known needs in most communities. A major cause of these shortcomings is the wholly unofficial character of these undertakings.

The United States suffers from no dearth of official planning agencies; but most of these are concerned with problems of physical layout, such as highways, or with economic questions, such as reforestation. It is time for some of these official planning agencies to experiment with a coordinate division to explore the area of social welfare needs.—*Wayne McMillen in Community Organization in Social Work.*

• Today there are community welfare councils in approximately 350 cities in the United States. With one or two exceptions every city of over 100,000 population has some kind of permanent organization for communitywide planning and coordination of health, welfare, and recreational services. . . . While there is no exact counterpart of the community welfare council or neighborhood council at the state level, current developments are leading in that direction. — *Merrill F. Krughoff in Councils in Social Work.*

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Reaching Out to New Clients

A description of a successful two-year-old cooperative venture of union and social work groups, by ALFRED H. KATZ.

In the third year of the war, early in 1944, a group of Brooklyn CIO electrical workers posed the following problem to several social agency executives: production pressures, overtime, housing and the other shortages, and wartime separations were piling up all kinds of personal and family difficulties for the members of the union. Few of them knew where to turn for assistance; there was considerable prejudice against social or "charitable" agencies. Could anything be done to put these potential "consumers" who needed service in touch with the agencies' "producers." The eventual answer was the Workers Personal Service Bureau, a central information and referral agency, now nearing the end of its second operating year.

During the past eighteen months 1,640 people have been referred to social agencies through the bureau, and the number has been steadily increasing. An average of a little less than 60 applicants a month came to us during the first six months. The number now is running over 150 per month. Some of the people eventually would have found their way to social agencies without the bureau's guidance. But our experience indicates quite clearly that only a small proportion would have done so.

Few union members turn to public or private agencies in time of personal crisis. Many are deterred not only by lack of information but also by psychological blocks against the idea of specialized or professional assistance. Indeed, for many it is quite a new idea that help can be obtained from a social agency. Generally speaking, they are a self-sufficient group, and especially during the war years were accustomed to financial independence. Nevertheless, the problems which they bring to us—loss of a job, a strike, occupational illness, accidents—threaten their security and create emotional and adjustment problems in their family life.

Many would have received no professional help at all from social agencies had it not been for this new, central information and referral service.

Although CIO leadership took the initiative and strongly supports the program, the bureau was set up under the Brooklyn Council for Social Planning (affiliated with the New York Welfare Council) and the twenty-one directors on the bureau's board are evenly divided between representatives of labor, the social agencies, and the general community, including management.

In other words, the bureau was set up as a *community* information and referral center, and not exclusively for union members. On the other hand, the bureau was initiated primarily to bridge the existing gap between CIO members and social agency services. Naturally it has pushed more aggressively in this direction, and CIO members of the board have undertaken to finance the cost of promotional work among CIO unions. A parallel bureau serves union members of the AFL.

To date, therefore, the bureau's experience primarily throws light on the utility of this new central information and referral service, as a practical means of better reaching industrial union members with social agency services. In Brooklyn, we believe it is proving to be a good device. And we are learning what makes for its successful operation.

Carrying the Message

By the nature of the case, a major task has been to acquaint union members, and others, with the bureau's service, and to create an understanding that social agencies can help in times of personal and family crisis. For the reasons indicated, our primary promotion has been through CIO union channels, although there has been considerable effort to reach the general public by distributing literature through housing projects, public libraries, fraternal organizations, churches and community centers. Of the total applicants served by the bureau to date, 74 percent have been referred from union sources, 25 percent from community sources, and one percent from employers.

The union members seeking service came from eighty New York City locals, most of them affiliated with the CIO Council. Several methods have been used to stimulate and start the "flow" of cases from the unions to the bureau.

The First Year

During the first year, the staff and members of the board interviewed the officers of over thirty CIO locals, offered them help in dealing with the health and welfare problems of their members, as well as assistance to the union's welfare committee if it had one, explained the nature of the bureau's counseling and referral service, and left literature for distribution.

Some of these interviews brought direct results — others did not. Union officials often are overburdened, harassed people with so many things to do that they cannot give much attention to the members' personal or family problems.

Also, some union officials have prejudice against social agencies. The distribution of literature was valuable —but that by itself was no guarantee of a steady flow of people needing social service. The same thing is true of general publicity through central CIO channels and publications.

While these official interviews, plus publicity, helped gain general acceptance of the bureau in union circles, the best results came when we could interest some key person in each local. That person might be either a top or secondary union official, or a "rank and filer."

But, if he were at all interested in the personal and family problems of his fellow members, we would try to give him an understanding of what the bureau could do and get him to work with us in somewhat of a liaison capacity. These key persons have become valuable channels for the transmission of information. We have found, for example, that it is important

Mr. Katz is the executive director of the Workers Personal Service Bureau.

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to report back on what has happened to any person when they were referred to us. These reports themselves, help educate the key person about the service of the bureau as well as about the type of help which various agencies are qualified to give.

Learning by Doing

As time went on, however, it became apparent that other educational processes were needed. For a while, staff members were made available for personal interviews at stated periods in the union halls of some of the larger locals. This always resulted in an immediate flurry of referrals, and is a particularly good device during temporary emergencies such as those caused by a strike or layoff. But as a permanent practice the flow of referrals has not justified the staff and time invested. Steady educational work and promotion throughout the membership is still necessary.

More recently we have hit upon what seems to be a more productive educational method. Groups of ten or fifteen people—usually members of the rank and file, or secondary union leaders—are organized into informal training and discussion classes. Agency services, the mechanics of referral, the general purpose of the bureau are thoroughly canvassed and explained. This, of course, is very similar to the plan for training union counselors developed by the National CIO Community Services Committee (see "Union Counseling Bridges a Gap," *Survey Midmonthly*, April 1945). It should be noted however that we do not try to train the participants to become officially designated counselors or referral agents. Rather we try to give them general information about social agencies and encourage them to spread the word about the bureau among their fellow workers.

Because the bureau itself was union sponsored, and still is thought of by the unions as their bureau, it is easier to place the main burden for counseling, for overcoming resistance, and for intelligent referral, upon its own staff, than upon official shop representatives. Some of the people who have taken these courses naturally do learn enough to give good guidance themselves especially in simpler situations where their friends readily accept the idea that some agency might help them. But we find that professional skill is desirable at the first point of contact, in understanding and working out the problems which many workers have about taking help.

Serving Our Applicants

The overwhelming majority of applicants referred to us came to the bureau's office for a personal interview. Only 9 percent were given information over the telephone, either directly or through a union official. Unlike many referral agencies, we have indeed intentionally stressed the value of a personal interview, for it seems to us that our function is not only to screen the applicants, but to prepare the way for a satisfactory relationship with the agency to which they are sent. Many, certainly, would never reach the agency if we did not take time to release their natural resistance, help them understand the kind of help they could expect.

Professional Approach

Before referral can be accomplished, there needs to be a professional approach which will help reduce the worker's feeling of shame or anxiety caused by his inability to cope with his problems singlehanded—a psychological booby-trap that our society unfortunately creates, and that unhappy "relief" days may have accentuated! Professionally trained people, identified with an organization sponsored by his union, can do much to remove these conflicts.

But actually, 22 percent of our applicants were given more than a single interview before referral and 5 percent have returned to the bureau at a later date, making a new application in connection with a different problem.

The character of problems brought to us reflect the nature of a clientele of industrial workers. Requests for financial assistance rank first, as might be expected, many of them representing emergency situations that might other-

Referred to the union counselor by a fellow worker—

Photos by Conrad Eiger, Black Star

—Tony overcame worries which threatened to swamp him

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Breakdown of Problems

Type	Number	Percent
Financial	268	26.7
Medical	124	12.8
Legal	90	9.3
Employment	86	8.9
Child care	56	5.8
Family relationships	44	4.6
Vocational guidance	40	4.1
Psychiatric	40	4.1
Veterans and service connection	31	3.2
Housing	57	5.9
Recreation and vacation	39	4.0
Compensation	42	4.3
Miscellaneous	49	5.1

wise find their way to private commercial loan companies. Need for medical care is often due to occupational accidents or illness, which may lead to compensation claims. Some of the requests for legal aid have their roots in similar industrial emergencies. Job problems loom large when there are layoffs or continued unemployment.

As every caseworker knows, however, these specific difficulties often develop into serious personal and family trouble if they are not met by careful planning. Legal troubles, eviction, illness, insufficient income, or an uncontrollable child, are everyday troubles, but they can generate emotional difficulties which later bring an individual or a family to the breaking point. In the long run, perhaps, the greatest contribution of the bureau will be its ability to reach people whose immediate emergencies have not yet seriously impaired the pattern of their personal and family life; to put them in touch with those possessing the professional skills to prevent them from developing into serious breakdowns.

Agency Referrals

During the past eighteen months the bureau has referred clients to 130 different public and private agencies. These have rendered almost every type of generalized and specialized service —casework, hospital social service, vocational guidance, shelter care, day nursery care, convalescent and nursing care, groupwork, rehabilitation, compensation, admissions to general and mental hospitals.

Thirty-eight percent of the referrals were to private agencies; 25 percent to public agencies. One factor which enters into these comparative figures is the rather substantial proportion of applicants referred for generalized service to private family casework agencies. In some instances people were referred directly to a psychiatrist or a lawyer or some other professional person, when they were not able to utilize clinics or other public services. Direct referrals to practitioners represented 9 percent of the total number of referrals.

On the whole, relationships with the agencies have been cooperative and helpful. At the beginning some of the casework agencies particularly, feared that our own contacts might get too far over into the area of actual service, but by now their fears have been largely dissipated. Actually, our insistence on a casework approach in our referral interviews has helped rather than hindered our agency relationships. The agencies have seen that we were able to give the client assurance that his problems would be handled in a helpful objective way, and that this paved the way for a constructive approach on the part of the agency itself.

In interpreting the work of the agency, we are, of course, careful not to commit it to any definite plan or to make any promises on its behalf. Even where our contact with an applicant does not result in referral, we try to build up his general confidence in casework service and his willingness to move along toward other sources of help, if and when he has need of them. We urge him to return to us if his situation changes, or his own plans do not work out successfully.

At the end of our first six months of operation, eleven of the agencies to which we had made substantial referrals were requested to give a fair appraisal of our services to them. Nine replied favorably to the effect that, "applicants are well informed about what to expect from us;" "it clarified the picture;" "a high proportion keep the appointments made with us." Two felt that our interpretation of their service left something to be desired.

Since some of the agencies had no prior records of people referred to them directly by unions, it was impossible to get a completely accurate estimate of whether our applicants might have found their way to the agency without the help of the bureau. However, five of the agencies felt that most of the applicants probably would never have reached them at all. It is perhaps even more significant that six agencies agreed that the people coming from the bureau came to them earlier, when their problems were in a less advanced stage of seriousness, than would otherwise have been the case.

SOCIAL AGENCIES, IT SEEMS TO THIS writer, have done far too little in urging their services as "preventive medicine." Whole sections of industrial workers—particularly among the more stably employed, relatively higher income groups—have never realized that their community agencies could give them anything more than "charity" or "relief."

The lessons from this experience show what can be done by an imaginative reaching out to this large, potential clientele, to whose very needs, indeed, the increasing skills of modern social work are now addressed.

We all are blind, until we see
That in the human plan
Nothing is worth the making
Unless it makes the man.

Why build these cities glorious
If man unbuilded goes?
In vain we build the world
Unless the builder also grows.

—EDWIN MARKHAM

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Process in Staff Participation

Administrator and staff *can* share responsibility for changing policy, submits D. ELIZABETH DAVIS, ARC field director.

It is very difficult for a professional caseworker to become a true administrator. We do not find it easy to leave service to clients in the hands of our workers, where it belongs, or the difficulties of individual caseworkers in the hands of their supervisors, where responsibility should rest. Yet the essence of administration is in the capacity so to lead and develop our staffs that they will carry out those agency functions which are clearly their responsibility.

This was emphasized for me in two experiences of staff participation in changing policy in the Red Cross unit of the Naval Hospital at Bethesda, Md. Both involved clarifying functions and relationships, with difficult problems, which I, as administrator, was responsible for attempting to solve. I might have made a decision and issued a directive, but I knew that changes in procedures mean little unless the staff really believes in them. I decided to try to evolve in these two areas better procedures through group discussions. The result has been profitable to the agency, to staff, and to me. Even though the subject matter and the final policy decisions are specific to this agency, I believe other administrators will be interested in the process in which the staff and I participated.

The first problem arose after a review of the loans and grants made to servicemen in the hospital over a three-month period. The general conditions and circumstances under which the Red Cross makes such loans or grants are complicated, and it is unnecessary to describe them for the purposes of this article. It is important to note, however, that the review showed little consistency in the local procedure of administering the National Red Cross policy—some workers were following one practice, some another, and individual workers followed different practices at different times. While the study recommended changes, I felt that before attempting to put them into effect I needed to know whether the staff members themselves were dissatisfied with present practice, and whether they thought they could consider change.

We held, altogether, five meetings of the twelve caseworkers and three supervisors. Two or three months after it was all over, I happened to overhear two of the caseworkers, who at the outset had expressed their fear of change most vehemently, describing in glowing terms to a visiting Red Cross worker how "our station licked the loan problem."

Agreement to Consider

At the first meeting, I reviewed the study, particularly stressed my fear that the staff might not like the fact that the suggestion for necessary change was coming from me rather than from them. This seemed to amuse them. A number voiced their own acute dissatisfaction with this particular part of the agency's service, and were able to raise tentative questions about what this or that change might mean in an individual situation. But I am reasonably sure that my comment did help make it possible for them to say: "We *think* we want to look with you at whatever new suggestion you bring us." The fact that the suggestions were not mine alone, but came partially as a result of another study made by someone outside the agency,* also aided in gaining genuine agreement to consider the whole problem.

At the next meeting I put before them what I considered to be the true crux of the whole problem—the need for procedure that offers protection for worker and client in carrying out the agency's financial assistance service.

I stated that for some reason (or reasons) workers seemed to have great difficulty discussing money in specific terms with clients. Our study had shown, for example, that a third of the case records where loans had been involved, failed to give facts which would show whether or not the loans given covered all the items for which the agency is responsible. In the entire group of cases, there was not one where the worker had granted a loan for more than a bare coverage of the items to which the agency is committed. It seemed to me that this indicated a negative attitude and that it posed two problems instead of one for the client. He not only had to struggle with his own emotional difficulties in asking for money, but he also had to struggle with the worker's emotional difficulties in granting it.

This provoked discussion. Some workers said they had felt that the agency wanted to give as little money as possible in carrying out its responsibility, and admitted having an uncomfortable feeling about this. Others thought that anyone borrowing money should ask for and be given as little as possible. When I asked how one computed "as little as possible," the immediate answer was that it was worked out by the worker and client together. Even though the computation seemed to include the client's estimates, it became surprisingly clear that the decision about the amount was actually made by the worker. On small amounts, such as 50 cents a day, the worker sometimes would agree to the client's request. If the client asked for $100, the worker would carefully consider each time and then give some amount less than $100, apparently arbitrarily chosen.

A Guide for Lending

Very soberly, the group agreed that they must look for a different way of giving money—that we needed to develop procedures which might be clearly stated and prove to be of positive use to both clients and workers.

I then suggested that we try to work out written procedures that would be a basic guide to workers and clients alike in considering individual loan requests. Simple definitions of the five purposes of lending money could be looked at by both client and worker in initial application. It would be possible to list the kinds of information

This article is based on a paper presented by Miss Davis at the Alumni Institute of the Pennsylvania School of Social Work in June, 1946.

* "Money-Giving in Social Work Agencies—in Retrospect and in Prospect," by Elma H. Ashton. (Now in process of publication by the Social Security Administration — Washington, D. C.)

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that it is our responsibility to obtain, in order to compute how much additional money the agency will add to the client's own resources. The agency could set up approved computed amounts of money to be given on a *per diem* basis to meet adequately the specific items to which the agency is committed, and define determinants of of the length of time the agency could endorse a client's indebtedness, as well as the amount which must be left in the client's pay during the repayment period.

Some workers were convinced that by this method the agency would be subjected to a barrage of requests for loans as soon as clients knew the basis on which money could be secured. Others took the contrary view and felt strongly that the whole relationship with the client would be much more objective and satisfactory if he clearly understood the basis on which loans were made available. Finally, this key session ended with the expressed wish of the majority that I formulate a statement of policy and procedure for discussion at the next meeting.

The Debate Continues

At the next session it was obvious that the workers had been discussing the subject among themselves, and that some were by no means convinced that the formalization of loan requirements and procedures was a good idea. One said, "Isn't the difficulty in the workers rather than in lack of agency policy?"

And another felt that "a set procedure would make it impossible for the worker to make an exception in order to meet the needs of a particular client." Several feared that their own opportunity to meet needs on a flexible, "casework" basis, would be diminished.

I voiced my relief that the staff felt free to say what they thought, and we proceeded with the discussion. Illustration after illustration was given where clients had asked for less, rather than more money, than would provide necessities for which the agency is responsible. For example, one man planned to eat hot dogs all the way from Washington to Denver, Col., instead of requesting from the worker sufficient money to give him a balanced diet. The new procedure was not presented on this particular date.

At the fourth meeting, I asked the group to consider the meaning of the fact that in the past three hours of loan discussion, no one had raised, as a problem in the prospective procedure, the man who asked for more money than the worker granted. With hesitation and with some surprise, workers were able to state that this kind of a client often antagonized them. Several workers began to talk of their own problems in both giving and withholding money.

Specific Policy Wanted

Out of this discussion came agreement that, as representatives of the agency, we cannot meet what every individual defines as his need, nor what every worker might wish to give. Some workers finally were able to express, as if putting forth a new idea, the fact that their own feeling about money gets tangled up with a client's request for cash. This majority group of workers wanted a specific agency policy with a definite sum established for each purpose for which money is provided by the agency.

We went over the definitions of the five purposes for which this agency is responsible for giving money and the resources that needed to be reviewed. We agreed that these were the areas in which the caseworker would work with her client in determining whether the agency could give a loan or grant to the serviceman. If his request fell within agency loan purpose, amounts established by this group could be used. Some workers expressed the fear that they would get many protests from servicemen who would get too much money on this basis.

We reached sufficient agreement for me to announce that the procedure, as outlined, would be immediately effective, for a three-month trial. During that period, I agreed to call the staff together each month to discuss how the plan was working.

The major objection still held by some of the staff, that some clients would get too much money, finally disappeared in the three months' trial. At the end of the first month no case of "too much money" had been referred to me, and our records clearly showed the purpose for and basis on which we were making loans. At the end of the second month, no such cases had been reported to me, but some workers cited illustrations of clients whose names they had forgotten, whom they felt were getting too much money. I suggested that in the coming month, the names of any such persons be flagged for identification when the check was written. This procedure brought to light three cases but when we analyzed them, the difficulty was found to be confusion, not in amount of money, but in the determination of the purpose of the loan. Had the purpose been correctly determined, the amount of the loan would have been clear.

This procedure, on which an immediate administrative directive might have been issued, was in effect after three months of time-consuming and sometimes painful discussion and debate. Now it is actually in effect, being carried out creatively and positively by the entire staff. I doubt if, when basic changes are being made, staff can fully appreciate their development of service with and for clients and offer service positively without some such process of free and open participation.

Improving Supervision

My second experience had somewhat the same incidence, and the procedures followed were similar. The solution of the problem was a responsibility of the supervisory staff. The regular semiannual review evaluations of the performance of individual caseworkers showed that supervision was falling down at one important point: The workers were getting from their supervisors a clear picture of the duties assigned to them, but were not getting as clear a picture of where they needed to improve their service in carrying out assignments. It seemed to me that one reason for this was that the supervisors themselves were not keeping written records of their weekly conferences with workers about individual cases. They were relying on memory from one conference to another, with a resultant lack of supervisory clarity and consistency.

I presented these general observations to the supervisory staff at a meeting called for the purpose of planning our year's program, stressing that I did not want to burden them with unnecessary work unless they felt that keeping written records of their supervisory conferences could have real value for them. One of the supervisors countered with the suggestion that we assemble published material on supervisory practice, but the general feeling that little currently written material was available turned the discussion back to my suggestion that we experiment with written records of our own. The main obstacle seemed to be the fear that the workers' confidences

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might be betrayed, and that the workers themselves would be fearful of who might see their records.

Our second meeting started with the question of how the confidentiality of a worker's record could be safeguarded. I suggested that the primary question is not the worker's reaction, but the conviction of the supervisor regarding whether or not an experiment with written records would be of any value in supervision. The idea was mine. It had not come from them, and I was not willing to require it unless they thought it might be helpful to them. The newness of the idea seemed to present difficulties in grasping its implications. Each supervisor wanted to talk with each of her workers—to see what *they* thought about it.

This consultation was carried out within a week, and at the next meeting the report showed that only three of the twelve workers had expressed doubts or fear about such a procedure. The three dissenting comments were: "I wouldn't like to see myself on paper," "I would feel restrained," and "I'd like to know when I'm being discussed."

The fact that nine out of twelve workers had evinced no fear about having their supervisory interviews recorded, seemed to indicate clearly that "protection" of the worker was not as much of an obstacle as had been feared, and that the issue rested primarily on the supervisors. Several difficulties immediately were thrown into the discussion. Most of them revolved about the mechanics of recording, of putting the gist of a conference down on paper, of making the record intelligible to some one else who would read it, of the discipline required, and finally, fear of what the supervisor might reveal about her own supervisory practice.

One of the supervisors, to her own surprise, discovered that our discussion so far had centered on obstacles and difficulties. There had been no discussion, as yet, of positive values that might result.

It was apparent that obstacles were still uppermost in the minds of the group when they assembled for our fourth meeting. One member started by asking for a decision on the question of whether or not a worker would be told when the records of her supervisory interviews were to be discussed by the group. The internal struggle which followed in the discussion of this concrete issue, seemed to release the fears of this new procedure. The group discovered that this situation is comparable to a case conference where a group of caseworkers sit down to discuss the material in the case record of a client. It is assumed that the discussion is a confidential, professional one, and the client need not know of it. Supervisors' case conferences would be made up of supervisors and the administrator, and the material to be discussed would be the records of the experience of the supervisor and worker.

Our discussion assumed an exploring quality—a probing for the values which might come from the consideration of specific, recorded data. This method for improvement of supervisory service suggested itself. The strangeness of a new idea seemed to disappear. They seemed eager to see what their records would show, and what they could learn from them together in group and with me in individual conference.

I affirmed our conclusions with the statement that from this date I would hold each supervisor responsible for written records of her conferences with each worker. For our first group discussion I offered to present for discussion one of my supervisory interviews. The group expressed relief that I would be the first discussant.

I have presented these two records of process in staff participation with the administration in formulation of agency procedure, because I believe it essential that the profession of social work take responsibility for applying to the process of administration what it knows about human reactions and agency service. It is true that some administrative decisions must be made and handed to staff, but that is a different process and one which could well serve as the subject of another article.

With staff I believe administration is responsible for knowing and defining clearly:

1. The functions of the total agency;
2. The part of function that is carried and developed by each worker;
3. The channels by which each part of the agency connects with each other part in offering maximum agency service to clients.

If in any one of these three administrative areas agency service breaks down in carrying out the purpose of the agency, or staff becomes unable to give fullest service to clients, I believe the administrator is professionally responsible for study and action.

IT SEEMS IMPORTANT TO ME THAT administrators of social work programs both know and evaluate what they do in their jobs. I believe there could be a body of knowledge about the process in administration of social agencies that could be taught, if administrators operated consciously in their particular areas of responsibility and recorded what they do with the individuals and groups of individuals to whom they are responsible for total agency service.

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THE COMMON WELFARE

"Pappy"

"The jurors of the State of Civilization do find and present that Charles Clark Stillman . . . has encouraged softhearted emotional busybodies in the . . . correlation and finance of . . . hospitals and clinics . . . leisure time activities . . . family and child care. . . ." So read the delightful opening "indictment" of the retiring director of Ohio State University's School of Social Administration, at a testimonial dinner in St. Louis tendered him last month by three hundred graduates, friends, and lifelong associates attending the national convention of Community Chests and Councils, Inc. Kept in the medium of a trial by his "peers," and by all odds the high moment of the conference, a more subtly appropriate tribute has seldom been paid to equally deserving outstanding leaders, with such a mixture of hilarity, affection, respect, and admiration for things well done.

The shock of discovery that "Charley" has reached the age of seventy, must have set in motion, for some at least, the secondary shock of realization that the ripe old age of fifty was already behind him when in 1930 he gathered together at Columbus the first handful of young men who wanted to "train" for professional careers in community organization. It was a new idea. The amazing spread of the community chest movement during the Twenties, had caught up a network of executives from social agency administration, fund-raising, preaching, business, salesmanship, accounting, and from other walks of life. Unheard of amounts of money had been raised by this new modern device of concentrated, communitywide, volunteer-manned salesmanship. Too often submerged in a welter of pledge cards, posters, and time schedules, "community organization" and "community planning" were new words, which such leaders as William J. Norton, Allen T. Burns, C. M. Bookman, C. C. Stillman, (then director of the Grand Rapids, Mich., Community Chest), and others were striving to make meaningful in both philosophy and method.

To that early leadership, together with the Department of Sociology of Ohio State University, goes credit for the first graduate curricula especially designed to synthesize the practical experience of this field into a body of professional knowledge usable for training people. Ohio State, with its combination of graduate and undergraduate curricula, always has been a general training school for public and private service. But its unique contribution, under the "aforesaid Stillman," is to be found in the stream of young men—and occasionally, young women—who have gone from it into community organization positions with steadily deepening professional equipment and conviction.

So one may be confident that the legacy from this testimonial dinner which Charles Clark Stillman will cherish most, is a beautifully bound volume of personal letters from over one hundred fifty of his former students. All of them, we understand, were addressed to "Pappy."

A Significant Report

For fifty-five cents, the Superintendent of Documents will send you "WRA: A Story of Human Conservation," an illustrated, 200-page book which every American might read and ponder to his advantage. This is the last of a series of ten notable publications in which WRA officials discharge their "responsibility for reporting rather fully and frankly to the public on a program which is clearly without parallel in American history."

In the final report, Dillon S. Myer, WRA director, describes the evacuation, the life in the centers, the resettlement program. But he goes below the surface, to show us what we as a people did, not only to a minority group but to ourselves, when we uprooted and segregated more than 120,000 men, women and children, almost 70 percent of them American born.

Mr. Myer notes a shift in popular thinking about this decision—a shift which was not spontaneous, but "carefully nurtured and fostered by thousands of decent-minded citizens in hundreds of communities." He sees this as a heartening demonstration of "a strong and stubborn potential for fair-mindedness among the American people, a potential which should be carefully studied and developed . . . in the interest of greater racial tolerance and a richer realization of democratic values."

The School Crisis

The danger of a breakdown in the educational system of the country was the chief problem canvassed by the ten thousand teachers, school administrators, and superintendents who met in Atlantic City early this month for their first postwar conference.

Both the general sessions and the numerous section and round table discussions stressed the lowered morale of the teaching profession, the waning public confidence in the schools, the failure of the profession to attract or hold superior young men and women, the drop in enrollment in teacher training institutions.

The educators emphasized the urgent need to deal with the causes of unrest, of which strikes and strike threats are the symptoms—chiefly unsatisfactory salary levels and the general lack of respect accorded the profession. (See page 83.)

The conference accepted the principle of federal aid as the only way to provide the funds necessary to raise salaries, attract more young people and better qualified young people to the profession, and to bring schools in the South up to the national average in housing, equipment, and services.

In general, the educators favored the federal aid bill—S.472—introduced by Senator Robert A. Taft of Ohio, with seven co-sponsors. The bill would provide a minimum educational expenditure of $40 a year for each school age child, with a federal outlay of $250,000,000 annually. However, the funds would not be available before 1950, and would be granted only to states which could show inability to provide the $40 minimum themselves.

Its sponsors admit that the enactment of S. 472 would not meet the current school crisis, nor relieve the present plight of the teachers. However, they estimate that under the plan embodied in S. 472, at least 80 percent of the federal aid to needy states would be used to increase teachers' salaries.

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HERE IN WASHINGTON

AS REQUIRED UNDER PUBLIC Law 304 (the Full Employment Act) the Joint Committee on the Economic Report submitted to Congress February 1 a report on its findings in respect to the recommendations made by President Truman in his first economic report. In a two-page mimeographed statement the committee regretted that it had not as yet appointed a staff nor had time to consider fully the President's recommendations, which it described as "highly controversial."

The committee joined in "the President's hope that business will reduce prices; that labor will refrain from excessive wage demands; and that both will bend every effort to increase productivity."

The Committee noted with commendation "that the [President's] report places special emphasis upon an over-all policy directed toward the preservation in agriculture of the family sized farm and in industry of free competitive enterprise."

The statement concluded with a word of thanks to the President for the statistics and economic facts in his report which, it declared, will furnish a substantial basis for further study.

Senator Taft of Ohio is chairman of the Joint Committee.

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THE SENATE COMMITTEE ON Executive Expenditures is due to start hearings immediately on the Taft-Fulbright bill elevating the Federal Security Administration to Cabinet status.

The name proposed for the new Cabinet officer would be Secretary of Health, Education, and Security.

✦ ✦ ✦

REPRESENTATIVE JOHN JENnings (R.Tenn.) has reintroduced in the new Congress a bill to give a monthly $160 wage credit to all servicemen and women for the time they were on active duty. A similar bill, introduced by Mr. Jennings in the last Congress, failed of enactment.

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PROBABLY AS A MOVE TO HEAD off the Equal Rights Admendment, companion bills have been introduced in both the House and Senate to repeal all legal distinctions between the sexes except when "reasonably justified by physical structure, biological, or social functions."

The bill would set up a commission to study the entire question of sex discrimination with a report back to Congress required by April 1, 1948. Congress then would take steps to see that such discriminations would be removed by law.

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THE VETERANS ADMINISTRATION is planning a nationwide National Service Life Insurance Information Program scheduled to commence about the end of April. The aim is to inform veterans of the procedures necessary for reinstatement of lapsed policies.

Lapsed policies may be reinstated if the applicant passes a complete physical examination to establish good health. Veterans out of the service less than six months or those whose policies have lapsed less than three months can get by with a declaration of good health.

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ANOTHER OLD LINE GOVERNMENT agency in danger from the House Appropriations Committee axmen is the Department of Labor. A subcommittee headed by Keefe of Wisconsin is understood to be preparing the elimination of the Division of Fair Labor Standards and the Women's Bureau.

Other Labor service in for a trimming include the Apprentice Training Division, Bureau of Labor Statistics, and the Conciliation Service.

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IN ITS FINAL REPORT AS A THREEmember, policy-making body, the Social Security Board reaffirmed its belief that the broadening and strengthening of the social security program was now in order.

Recommendations included in the report differ only in minor details from those made last year.

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CALLING ATTENTION TO THE fact that this is the first time in six years that the majority of state legislatures will meet under peacetime conditions, the Social Security Administration has submitted to the state unemployment insurance agencies a number of recommendations.

The SSA says, "When the 1947 state legislative sessions convene, almost $7,000,000,000 will probably have accumulated in the state unemployment funds. There is a general agreement that these funds are sufficient for a more adequate program. There is every reason, therefore, why the states should examine their unemployment insurance programs and make such changes as are desirable."

The recommendations are briefly summarized as follows:

1. Extension of coverage to many workers not now included, such as employes in small firms, state and local government employes, agriculture employes, and workers in nonprofit agencies.
2. Additional benefits for workers with dependents so that the maximum weekly benefit amount for workers whose past earnings entitle them to the maximum, will be at least $25.
3. Provision of as much as twenty-six weeks duration of benefits for all unemployed workers eligible for benefits.
4. Provision that disqualification for voluntary leaving without cause, discharge for misconduct, or refusal of suitable work should entail merely postponement of benefits for not more than four or five weeks and not cancellation of benefit rights.
5. Definition of "good cause" for voluntary leaving or refusing suitable work to include good personal reasons, not merely causes attributable to the job or to the employer.
6. Simplification of administration to reduce reporting burdens on employers, expedite payment of benefits, increase public understanding, and cut costs.
7. Establishment of close relationship between the administrative agency and workers, employers, and public through appeals tribunals and advisory councils representing these groups.
8. Expansion of social insurance protection by providing for a system of cash benefits to individuals when they are sick or temporarily disabled.

✦ ✦ ✦

HONORABLY DISCHARGED GI's, now in prison, are eligible for correspondence courses under the GI educational program, according to the Veterans Administration. The VA says it will make the contact with an approved school and pay for the course but no subsistence allowance.

Russ Symonds

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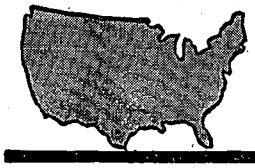

THE COUNTRY OVER

Housing

Private construction will continue to hold the spotlight in 1947, accounting for four fifths of the new high construction total, with a residential construction program of over $5,000,000,000 at the top of the list, providing more than a million new dwellings. Total estimated expenditures for building for 1947 will outrun 1946 by 26 percent, amounting to over $20,000,000,000. These are some of the predictions made by the editors of *Architectural Forum* following a nationwide survey, including business economists and building leaders.

Backing up the prediction of a million homes to be started in 1947, the Construction Division of the Department of Commerce estimates that there will be more completions than in 1946, and that a greater proportion will be permanent dwellings. Materials production—the most important deterrent to full building production last year—is continuing to rise steadily, with the production of the four most important materials already well over the 1939 average at the end of 1946.

Prices for materials, constituting the biggest contribution to the uptrend of total building costs, have not advanced as rapidly as the cost of labor at the site according to the *Architectural Forum* survey, which reports that combined costs of material and site labor in a typical six-room house had advanced 12 percent since V-J Day, standing 54 percent above the prewar level at the end of 1946.

1946 Record

More than a million homes were put under construction in 1946, according to figures released by National Housing Expediter Frank R. Creedon. With exact data available for the first eleven months only, the Expediter reported 950,200 units started, and 584,300 units completed up to December 1. Of the total put under construction, 633,600 were permanent homes or apartments (nearly all privately financed); 193,500, temporary re-use units; 55,200, converted dwellings; 41,900, trailers; and 26,000, units begun by educational institutions and other public bodies. Two thirds of the dwellings actually completed were permanent units.

The final tabulation of priorities issued last year under the Veterans Emergency Housing Program allocating materials for new permanent homes in urban areas revealed that approximately 25 percent were for rental housing. Of the totals for which priorities were issued, approximately one third are to rent for less than $50, and another third to sell for less than $6,500—the maximum which the majority of veterans can afford.

This and That

The first criminal conviction under the Veterans Housing Program took place when three men who sold a house to a war veteran for $1,500 above the $9,000 FHA ceiling price were found guilty in the federal District Court in Newark, N. J. The Regional OPA director announced subsequently that this action "should serve notice upon all builders who may otherwise be inclined to violate the letter or the spirit of the law that this agency is resolved to enforce the VHP by criminal prosecution of all violators."

Over half the votes in a *Fortune* magazine poll listing nine questions as to which two were most important for the 80th Congress to tackle immediately, put "housing" at the head of the list, with the second choice, "measures to combat inflation" trailing far behind.

Recent reallocations of government war housing for emergency use in certain cities has actually cut down the amount of housing available for Negroes during war years—15,000 war housing units which were constructed for Negro war workers between 1940-45 having been transferred to white occupancy in the current emergency program. In contrast to the large percentage of units earmarked for Negro occupancy in the prewar low-cost housing program, veterans in this minority group have not benefited by the reallocation of war housing in proportion to their numbers in the general population. Thus, concludes the National Urban League, such action, along with the added fact that private builders are concentrating on construction for higher income groups, leads to the conclusion that Negroes face, among other ills, "the intensification of the racial ghetto."

S. 1592—1947 Version

The passage of the Wagner-Ellender-Taft housing bill — W-E-T (or whatever its prototype in the 80th Congress may be) still holds first place as the key to solving the country's housing problem, in the opinion of all good housers.

President Truman has urged the speedy adoption of such legislation in three important messages to Congress since January 1: the State of the Union message, the Economic Report of the President, and the annual budget message. In each case, by direct word or implication, he indicated that it is essential to the Administration's housing program.

Latest Washington reports are that it will be submitted with the same bipartisan sponsorship (probably before this is read), with few—but possibly important — revisions, and that Senator Robert A. Taft has discarded any previous intention he may have had of splitting the bill up and introducing it in sections.

On the other hand, Representative Jesse Wolcott (R.Mich.) chairman of the House Banking and Currency Committee, to which housing bills introduced in that branch of the legislature will be referred, recently expressed opposition to "socialized" housing to which he believed such legislation as S. 1592 would lead "directly or indirectly." Similarly, the powerful opposition lobby led this year, as last, by the National Association of Real Estate Boards, Home and Property Owners Foundation, and certain other private interest groups, is organizing again to the hilt. In the light of last year's history, when S. 1592 passed the Senate but was never reported out of the House Banking and Currency

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Committee, opposition from these powerful sources is ominous.

On the other hand, many local citizens' groups have set up special committees to be ready at the right time to work more effectively than they did in 1946 in behalf of a general over-all housing bill, to show Washington that the country at large demands such legislation. The National Public Housing Conference (1015 Fifteenth Street, Washington 25), which will supply material and information to such groups, urges all localities to act immediately.

Whither Shall They Go?

Shall families living in public housing projects whose incomes now exceed the legal allowable income limits be summarily evicted? Or shall these excess income families — whose "plight" is often the result of an additional wage-earner in the person of a returned veteran-son or a child who has become of working age since they became project-tenants — continue to keep homes from others less opulent for whom public housing is intended? With today's housing shortage complicating what would be a routine problem in normal times, these questions are giving local housing authorities, the country over, severe headaches.

While no satisfactory device has been evolved to date to meet the situation, Housing Authorities are notifying such families of their ineligibility and putting all possible pressure on them to show clear evidence of their efforts to relocate themselves. However, families are not being thrown out on the sidewalks. Even so, protests are being made by many tenants and some civic groups that with the present shortage, notification itself is unjustified, producing as it does, an unsettling influence on family life resulting from a situation for which the family cannot be held responsible.

The Chicago Housing Authority's recent announcement of a downward revision of rent schedules (in an effort to make dwellings available to more veterans and others in the low income groups and to reduce rents paid by its largest families) has actually further complicated the problem of these excess income families. However, the authority has devised an interim formula, by allowing families unable to find other homes to remain temporarily, provided they pay higher rents as permitted by OPA—comparable to those allowed for similar unsubsidized housing operated by private interests.

The New York City Housing Authority is turning to private industry in its efforts to carry out eviction of such families. Formal request is being made for the cooperation of real estate operators, insurance companies, savings banks, and builders of large scale projects to give these tenants priority over other applicants for apartments.

Rent Control

Hearings on rent control before the Senate Banking and Currency Committee began on January 30. Bills on the modification or removal of rent controls already introduced include measures which provide for an "across the board" 15 percent increase, removal of control on new construction and related decontrol features; a proposed increase of 5 percent in rents each four months for sixteen months; and one to end all rent controls.

Appearing before the committee, Ivan Carson, rent administrator, categorically opposed the lifting of controls by legislative action on old and new dwellings. He maintained that a general increase in rents is not warranted and that a survey by his staff indicated that cases of landlord hardship could be handled by his agency on the basis of liberalized individual adjustments already authorized.

Likewise, former National Housing Administrator, Wilson W. Wyatt, in a joint statement with Leon Henderson to the President, maintained that "any general rent increases would be costly in terms of labor peace and good business . . . and that if Congress were to cut further into real incomes by raising rents generally, the President's program of attempting to secure price reduction throughout industry will be smashed."

Opponents of rent control brought forth no new arguments or facts, although they continued to assert that controls are actually causing the housing shortage and that more dwellings would be made available by decontrol of new housing. (They failed to state at what rent or sales-price level.)

In the committee, the sentiment of the Republican majority seemed to favor modification of rent control in some form, with Democrats backing the view of President Truman that liberalized individual adjustments, where warranted, would relieve any economic distress of landlords.

Education

The Buffalo teachers strike (front page news at this writing) dramatizes major nationwide public school concerns: the teacher shortage; the large number of men and women with subprofessional preparation and experience brought into the field on "emergency certificates"; the unsatisfactory salary schedules, which account for the fact that tens of thousands of trained teachers have left the profession, and that able young men and women are not attracted to it.

Buffalo is the first large city to have its public schools closed by "abstention from work" on the part of the teachers. The proposals put forward by Governor Thomas E. Dewey's Committee on the State Educational Program are to be embodied in administration-sponsored bills, which will be submitted to the legislature early in March.

The proposals include an increase in teachers' pay schedules aggregating more than $30,600,000 for the 1947-1948 school year. Of this, the state would pay $25,600,000 through an increase in state aid; and localities would be given additional taxing power to cover their share. Present differentials for teachers at various levels of the school system would be abolished, and salaries for all (kindergarten through high school) would be determined by training and experience. The *per diem* pay of substitute teachers would be almost doubled. The system of automatic increments would end after seven years, and from then on, the approach to the maximum would be by a process of selection by merit. The report has been widely criticized by New York City and up-state teachers. It was rejected by the Buffalo teachers as a basis for strike settlement.

The Buffalo teachers returned to their classrooms after Mayor Bernard J. Dowd pledged himself to obtain salary increases for all city employes in the new city budget, which goes into effect July 1. The promised annual increases for teachers would range from $300 to $625.

Norwalk Aftermath

As part of the agreement which settled the nine-day teachers strike in Norwalk, Conn., last fall, a committee

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was appointed to determine what a "fair and equitable" salary schedule for teachers in that community should be. On February 26, the committee—Samuel M. Brownell of Yale, named by the Norwalk Board of Education; John K. Norton of Teachers College, Columbia University, named by the local Teachers Association; and Dean Ernest O. Melby of the School of Education, New York University, named by the other two — submitted a thirty-three page report to the Board of Education and the public at a meeting in the Norwalk high school.

The recommended salary scale sets a minimum of $2,400. For teachers with two years of college training, the maximum salary would be $3,400; for those with three years, $4,000. The committee recommended that no more teachers with less than four years of college be employed.

For teachers having only a bachelor's degree the maximum (reached through eleven annual increments) would be $4,600. For teachers with a master's degree, the minimum salary would be $2,600, rising through thirteen annual increments to a maximum of $5,200. Teachers with six years or more of college and postgraduate education would start at $2,800, and rise in fifteen years to $5,800.

With this salary schedule in effect, the committee urged that the Board of Education make a careful study to provide additional recognition for teachers with advanced professional training and exceptional skill.

One Year Old

Roosevelt College in Chicago, which was started a year ago in protest against racial and religious discrimination practiced by the YMCA College in that city, recently issued a summary of its first year of operation and current plans. The college, which accepts students solely on the basis of education and ability, has an enrollment of 3,749, the maximum number the young institution can now accept. Registration by schools is as follows: Arts and Science, 2,449; Commerce, 1,086, Music, 224. The last figure includes only Music School students taking work for college credit.

Last month the real estate tangle which has delayed the remodeling of the Auditorium Building, purchased last summer for college purposes, was finally cleared away. It is expected that the necessary work on the hotel and theater property will be completed by September 1947. This would permit an enrollment of 4,500 to 5,000 students. This year, more than 1,000 qualified applicants have been turned away for lack of space.

Students Abroad

The State Department reported last month that it finally is ready to negotiate agreements with fifteen countries to send additional Americans to study and teach in foreign universities. Expenses while the students are abroad will be met out of the proceeds of overseas sales of American surplus war supplies, as provided by the Fulbright Act, passed last year. Appointments are to be made by a board of foreign scholarships selected by the President. More than 900 applications already have been received by the State Department.

Jubilee Year

On February 17, the National Council of Parents and Teachers began the observance of its fiftieth anniversary year. The PTA, which now has 4,000,000 members, began with a meeting of a small group of women in Washington, D. C., brought together on February 17, 1897, by their concern with public school problems. The PTA is active in thousands of American communities. Its program is based on close cooperation between home and school.

In Print

"A Program of Intercultural Education in San Diego," published by the Pacific Coast Council, Room 262, Chamber of Commerce Building, Los Angeles 15, includes much specific information on teaching material and techniques.

"Minority Problems in the Public Schools," by Theodore Brameld (Harper), reports a firsthand study of the handling of intercultural relations in seven representative city school systems. Postpaid $2.50 from The Survey.

Legislation

Protection for all Pennsylvania's children may soon be a reality if proposals recommended to the Joint State Government Commission for a state-county, statewide child welfare program come intact through the present session of the state's legislature. Prepared by a special advisory committee of persons particularly informed in the child welfare field, the recommendations would put greater responsibility on the state for meeting the needs of children who require care away from home or services to help keep their homes together. They call for a closer coordination of Pennsylvania's assistance and welfare services through an integration of the present public assistance programs now in the Department of Public Assistance and the children's programs now in the Department of Welfare into a State Department of Assistance and Welfare. Actual services would be administered by county boards of assistance and welfare composed of local citizens appointed by the governor and the three county commissioners.

The county boards would carry out the functions of the present state-financed public assistance programs plus a new child welfare program to include services to children and their parents in their own homes, and child placement in foster homes and institutions. Financial responsibility for the maintenance of children away from home would be divided between the state and counties, while the state would assume full responsibility for costs of administration and services. Safeguards for the quality of the children's services would be provided through the establishment of a special committee on child welfare within each county board, and a provision for the identification of assistance and child welfare programs within the administrative structure.

Through such partnership of state and county in the provision of services to children it is hoped to fill in present gaps in available protection for dependent and neglected children throughout the state.

The unevenness in available services was brought out last year in studies made by the Family and Child Welfare Division of the Public Charities Association, a statewide voluntary organization for social action in the health and welfare fields. The PCA's inquiries also revealed wide variations in county expenditures for child care among counties of similar size and characteristics.

The program for dependent and neglected children represents one of five groups of legislative recommendations for children proposed to the Joint State Government Commission by the Advisory Committee appointed to study children's needs in the state. Other recommendations concern juvenile delinquents; adoptions, illegitimacy, and nonsupport; handicapped

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children; and inspection of private camps and private schools.

Public Welfare Bill

The Texas Social Welfare Association's legislative bulletin for February 7 reports that the bill calling for an emergency appropriation for the Texas Department of Public Welfare was passed by better than a two thirds vote in the Senate and, after much debate, also in the House. One of the Senate provisions dealing with eligibility of recipients was changed by the House, so that the bill has now gone back to the Senate. The bill—S.B.-107—increases allocations to OAA, ADC, and AB in the same proportion which, if applied to the entire year, would amount to $31,000,000 for OAA, $3,000,000 for ADC, and $1,000,000 for AB.

Hearings had been scheduled for a resolution calling for assistance to physically and mentally handicapped persons and their dependents, and a proposal to set up a graduate school of social work under the regents of the University of Texas.

Collective Bargaining

The Greater Boston Community Council reports that hearings are being held on a resolution introduced in the current session of the Massachusetts legislature which would amend existing laws so as to extend collective bargaining rights to the employes of community chests, foundations, and other nonprofit organizations.

Religion at Work

In its statement proclaiming February 9 as Race Relations Sunday, the Federal Council of Churches of Christ in America called upon the American people to "renounce the pattern of segregation, especially within our churches . . . to prevent the nation's reaping the whirlwind of prejudice, hatred and mob violence."

Our country in seeking world leadership must give up doctrines that prevent the solution of her own social problems, it added. Member churches were urged to oppose movements that divide the races and to seek an economy that will feed, clothe, and house the nation without regard to race, creed or national origin, and will provide employment on the basis of character and skill.

A week earlier, the National Catholic Welfare Conference had made public its "Declaration of Human Rights," copies of which were sent to the United Nations Committee on Human Rights. The Declaration is divided into four parts: the Rights of the Human Person, the Rights Pertaining to the Family, the Domestic Rights of States, and the Rights of States in the International Community. Among the rights of the individual are listed: "collective bargaining," "the right to education," "the right of access to the means of livelihood, by migration if necessary."

Last November the conference issued a pamphlet, "Negro Problems in the Field of Social Action," urging complete equality for Negroes. It contains the recommendations developed by forty Roman Catholic leaders in interracial work at a seminar last July at the National Catholic School of Social Service in Washington, D. C. Discrimination on the part of employer or union as well as the abuses of the white primary and the poll tax are condemned.

The Churches and Business

Protestant churches grappled with another thorny problem — economic strife—at the February Conference on the Church and Economic Life, convened by the Federal Council of Churches of Christ in America in Pittsburgh. Here, 350 representatives from twenty-eight denominations in the United States and Canada—leaders in capital and labor groups as well as clergymen—discussed what the Church should do toward advancing Christian principles in the economic areas of life.

The action program drawn up for submission to home churches is best characterized by the fact that it was not entirely satisfactory to either the labor or management conferees. It held that society "cannot tolerate" any monopoly, whether business or labor; profits are "defensible," but Christians should subordinate them to service; "Christianity is not to be identified with any particular economic system"; society has a responsibility to provide "the opportunity to work"; property represents a "trusteeship under God."

Charles P. Taft, new president of the council, urged that churches "test out the statement we make so often and so carelessly, that only religion can save us from the mess we're in."

Year-Round

Interest in Brotherhood Week—February 16 to 22—was so unprecedented that 2,400 magazine editors plan to extend observance throughout the year and to cooperate with the National Conference of Christians and Jews who sponsored it, according to *The New York Times*. The editorial group includes John Farrar, chairman of the magazine committee, Fulton Oursler, Henry Seidel Canby.

"A Step Further"

Unique in the country's church history is the congregation of some 1,000 Jews and Christians of all races scheduled to get under way early this year at Fellowship House, in the city of Philadelphia.

Tentative plans include a Friday night Jewish service, a Christian ceremony on Sunday morning, and a monthly Sunday afternoon interfaith service. The staff may include a Jewish rabbi, a Negro Protestant minister, and a director of music. The parishioners have been attending monthly interracial and interfaith services in Philadelphia for the past eleven years.

Arranging the program is the Reverend A. Herbert Haslam, former pastor of the Ashland Avenue Baptist Church of Toledo. According to Mr. Haslam, "Fellowship Church will be a reemphasis on what is central in both Christianity and Judaism. It will provide a place for those ready to go a step further in the brotherhood of man. Basically, it will be a laboratory in interracial and intercultural faith and understanding."

In Print

Of interest to social workers as well as religious leaders is the booklet "Men Against the Stars," a courageous attack on present day problems, issued by the Board of Christian Education of the Presbyterian Church. Based on material from the board's twenty-third annual report, the booklet tells the story of what the Church is doing and still has to do in the field of Christian teaching.

Churches are urged to start a program of study on racial tolerance and understanding *before* an incident of prejudice occurs. As a successful project in interracial understanding, the pamphlet cites a neighborhood house for Catholic, Protestant Negro, and

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Jewish children opened in 1943 in Plainfield, N. J. There has been a 13 percent drop in local delinquency which police attribute to the influence of the neighborhood house.

The pamphlet deplores the ineffectiveness of Protestant churches as centers of community life, and urges some sort of union between at least the larger Protestant sects. "Instead, there is a rash of small competing Churches, chopping the religious life of the community into little watertight compartments, and splitting religious leadership into small non-cooperating segments."

The board is located at 825 Witherspoon Building, Philadelphia 7.

Employment

The annual wage in industry should not be the subject of legislation, but should be handled through collective bargaining. This is the conclusion of the advisory board of the Office of War Mobilization and Reconversion, asked to undertake an exhaustive study of the question by President Roosevelt, after it had been raised as an issue by the United Steelworkers of America in the winter of 1943-1944.

The board's report to President Truman is made up of a comprehensive economic study by Prof. Alvin H. Hansen of Harvard and Prof. Paul A. Samuelson of the Massachusetts Institute of Technology, and a description and analysis of a number of guaranteed wage plans now in operation, prepared by the Bureau of Labor Statistics. In the letter of transmittal, the board underscored the importance of the guaranteed wage as "a significant but not an all-sufficient tool" which may be used "in building national economic security and stability."

A Municipal FEPC

Minneapolis, Minn., has adopted a city ordinance prohibiting discriminatory practices in employment, and establishing a Commission on Job Discrimination. The ordinance also forbids labor bodies to limit membership on the basis of race, color, creed, or national origin. The measure, which is based on the police power of the city, fixes penalties for violation—a $100 fine, or 90 days imprisonment.

Persons employed in domestic service, and employes of institutions which are limited in membership to persons of a single religious faith are not covered by the ordinance. Only employers of two or more persons are covered.

The Commission on Job Discrimination is empowered to hold hearings on complaints and certify and recommend to the city attorney for prosecution such complaints as are considered violations of the ordinance. The commission is also authorized to conduct studies and disseminate information on job discrimination and so on.

One City's Record

Twenty strikes have been prevented in Toledo, Ohio, in the past seven months by the municipal labor-management committee, according to a report by the International City Manager's Association. During its first year, the committee's mediation services have helped reduce the average duration of strikes to two weeks. Since October 17, 1946, the city has not had a single strike.

Since its establishment, early in 1946, the cases handled by the labor-management committee have ranged from the mediation of a transit strike and warehouse and plant disputes to averting a strike of city employes through working out an acceptable scheme for wage adjustments.

The executive secretary of the committee is a full time municipal employe. The committee was established to function as a "board of last resort" in difficult labor-management controversies. It handles no jurisdictional disputes.

Peace Procedures

After an eight-months study, the Committee for Economic Development last month put forward "ground rules" for effective collective bargaining. The report of this business-industry group rests on the assumption that "there is no royal road to industrial harmony." It discards the idea of "super-boards, compulsory arbitration and government seizure," and proposes instead a compulsory ten-day mediation period before strikes might be called or strike votes or lockouts arranged. The scheme, adapted from Swedish practice, would be supervised by a strengthened mediation service, with a director named by the President. The director would be assisted by a labor-management council, made up of leaders in labor and industry.

The scheme further proposes compulsory arbitration in two types of disputes: interpretation of contracts, when the contracts failed to provide referees for that purpose; jurisdiction between unions "over who does what work," if the parties could not settle the matter directly.

The committee has undertaken a further study covering the closed shop issue, and industry-wide bargaining.

In Print

In its "Bibliography on Night Work for Women," the Women's Bureau, U. S. Department of Labor, cites and summarizes a number of current discussions of this subject.

Industrial Relations Counselors, 1270 Sixth Avenue, New York 19, publishes "Reconversion in Industrial Relations," by Bryce M. Stewart and Walter J. Couper.

The annual report of the National Child Labor Committee for the year ending September 30, 1946, indicates a drop of about one third in the number of children employed, as compared with the wartime peak of 3,000,000. The report is available from the committee, 419 Fourth Avenue, New York 16.

Mental Health

Mental disorders affect in some degree about 8,000,000 Americans, Surgeon General Thomas Parran stated in his annual report on the U. S. Public Health Service. These patients, he said, fill more than half the hospital beds in the country. Dr. Parran hailed as great public health advances the passage of the National Mental Health Act, the Hospital Survey and Construction Act, the formation of the World Health Organization.

Although Congress in passing the Mental Health Act last summer failed to make the necessary appropriation (see "Setback," *Survey Midmonthly*, September 1946, page 231), the National Mental Health Advisory Council met in Washington in January to draft a conditional plan for next year. President Truman's recent budget message included a request for about $6,000,000 to set up the program.

If the money is made available, the council's plan for the first year calls for $500,000 for federal grants to nonprofit institutions and agencies to study the nature, cause, and treatment of mental ills; $2,000,000 for federal grants-in-aid for training very much needed psychiatric personnel; $3,000,-

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000 for grants to states on a matching basis of two federal dollars to every state dollar to be used mainly for setting up about 100 mental health clinics.

On the council, which is appointed by Dr. Parran to shape policy and approve projects, are: Drs. Edward A. Strecker, William C. Menninger, John Romano, Frank F. Tallman, George S. Stevenson, and David M. Levy. Dr. Robert H. Felix, head of the Public Health Service's mental hygiene division administers the program.

Everyone Needed

A group of leaders in the mental health field, headed by Dr. Leo H. Bartemeier of Detroit, have organized the Psychiatric Foundation for a nationwide educational campaign on mental illness. Incorporated on a nonprofit basis, the foundation is sponsored by the American Psychiatric Association, the American Neurological Society, and the National Organization of Public Health Nursing.

A leaflet from the foundation, explaining its aims, terms mental illness "the largest single medical problem" and declares that the only hope of solution lies in "securing the interest, the cooperation . . . of everyone everywhere." To this end, the new group will seek funds for "an extensive and prolonged program of public education" and will attempt to enlist popular support on a scale comparable to that obtained by organizations working in behalf of infantile paralysis or tuberculosis sufferers.

Specifically, the foundation will seek community support for education in the schools for marriage and parenthood; mental hygiene clinics available to every community; more well organized departments of psychiatry in medical schools; more funds for research.

Officers of the foundation are: Dr. Leo H. Bartemeier of Detroit, president; Dr. Edward A. Strecker, Philadelphia, vice-president; Dr. Frederick W. Parsons, New York City, treasurer; Austin M. Davies, New York City, executive director. Included on the board of directors are: Dr. Karl M. Bowman, Los Angeles; Dr. C. Charles Burlingame, Hartford. Offices of the foundation are at 9 Rockefeller Plaza, New York 20.

Instead of Hospitals

That the population of mental hospitals—which is now 600,000, according to Dr. Parran — would be greatly reduced by the use of proper outpatient facilities was pointed out by Dr. Karl M. Bowman, superintendent of the Langley Porter Clinic in Los Angeles, at a meeting of the California Department of Mental Hygiene last November. Dr. Bowman felt that every type of case except the most disturbed could be handled through treatment in outpatient clinics. He expressed the hope that the 1947 California legislature would authorize the four new clinics called for in the department's program.

In New York, a bill for state aid for local psychiatric treatment centers was introduced into the 1947 state legislature by Senator Seymour Halpern. One of a series of bills designed to improve conditions in the state's overcrowded mental institutions, it proposes that a commission be appointed to survey existing state and county facilities in order to outline a program of state aid for local clinics. In introducing the bill, Senator Halpern said it was hoped that mentally ill people could be handled at such local centers on an outpatient basis without having to be entered for hospital care.

The saving, both human and financil, which such clinics can represent has been shown by the experience of the mental health bureau in the State Health Department in Connecticut, which subsidizes mental hygiene clinics in five general hospitals and operates two traveling psychiatric teams. In his column for February 20, Albert Deutsch of *PM* reported that six years ago, when the Connecticut program was operating with only one psychiatric team, the state conducted a survey to determine the value of the plan in terms of financial economy.

The survey included 477 children who had been treated at the state's clinics the previous year. It showed that 66 of these children would have required institutional care if they had not had clinic treatment. On the basis of average length of stay in such institutions, the cost would have been about $199,549.50. The total expenditures of the mental hygiene bureau for that year amounted to $28,461.25.

Toward Better Care

Student nurses at California's Stockton State Hospital include in their studies four hours a week of psychiatric theory taught by a staff member, and one hour on the practical application of psychiatric nursing, given by a graduate nurse. A similar course is given, wherever possible, to hospital attendants, particularly new employes. The use of films has been a helpful part of the hospital's training program.

Also in the interest of improving general care in mental hospitals, the National Mental Health Foundation has prepared a "Handbook for Psychiatric Aides—Section One: A General Guide to Work in Mental Hospitals." Addressed to student nurses, nurse's aides, psychiatric aides, attendants, therapists, foremen of patients' crews, it stresses the value of their work as "the most important factor" in the patient's mental environment. It also seeks to replace ignorance and fear with a modicum of understanding of mental illness and a practical working attitude. Sample suggestion: to "get over being shocked but . . . continue to be sensitive." Price 50 cents from the foundation, P. O. Box 7574, Philadelphia 1, Pa.

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Preschool Mental Hygiene

The Council Child Development Center, mental hygiene clinic for preschool children, opened on February 3 in New York City, under the joint auspices of the New York section, National Council of Jewish Women, the Lester N. Hofheimer Estate, and the Jewish Board of Guardians. Equipped to handle fifty children at a time, the center "seeks to discover through individual and group treatment the causes of behavior problems in apparently normal children."

Counseling to parents is also offered by the center, according to the director, Dr. Nathan Ackerman, in order to "bring about changes in attitude in the family and hence changes in the life situation of the children."

About People

Hester B. Crutcher, director of psychiatric social work of the New York State Department of Mental Hygiene, was appointed in January to the advisory council of psychiatric social work of the U. S. Public Health Service.

John J. Cronin, dean of the Kent School of Social Work, University of Louisville, Ky., has accepted the position as dean of the School of Social Work of the University of Connecticut at Hartford, effective July 1, 1947.

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Mr. Cronin succeeds John A. Reimers, who died in August 1946.

New Location

The national office of the American Association of Schools of Social Work is now located in Rooms 509 and 510 in the Russell Sage Building, 130 East 22 Street, New York 10.

Scholarships

The Delta Gamma Fraternity, an international organization of college women, has announced the establishment of a fund for scholarships in the fields of prevention of blindness and sight conservation, including such specialties as prevention study, training of orthoptic technicians, training of teachers for sight-saving classes, and training of workers for the preschool blind. Information may be secured from Mrs. Richard P. Miller, 39 West Jefferson Road, Pittsford, N. Y.

Health Conference Proceedings

The proceedings of the National Conference on Local Health Units, held in Ann Arbor in September 1946, have been published as a supplement to the January 1947 issue of the *American Journal of Public Health*.

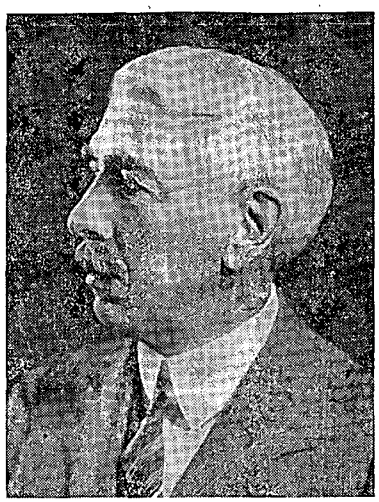
At San Francisco

The preliminary program for the seventy-fourth annual meeting of the National Conference of Social Work, to be held in San Francisco's Civic Auditorium April 13-19, announces that general sessions will be addressed by the conference president, Arlien Johnson; T. V. Smith of the University of Chicago; Leon Henderson of the Research Institute of America; and Margaret Mead, associate curator of anthropology at the American Museum of Natural History.

Death of Psychologist

KURT LEWIN, psychologist and director of the research center for group dynamics at the Massachusetts Institute of Technology, died on February 12 at his home in Newtonville, Mass.

A graduate of the University of Berlin, Dr. Lewin held the post of professor of philosophy and psychology at the university from 1926 until he left Germany in 1933. He came to this country as visiting professor of psychology at Stanford University, and later held similar positions on the faculties at Cornell University, University of Iowa, Harvard University, and University of California. During the war he was with the Office of Strategic Services in Washington, where he carried out several secret research projects. In 1944, he established the research center to conduct fundamental research in social psychology and to train students in his methods.



Retired

The resignation of Homer Folks, secretary of the State Charities Aid Association of New York for more than half a century was announced on February 20.

Mr. Folks, who recently passed his eightieth birthday, was one of the first men in this country to choose a social work career. He joined the association staff in 1893, and has served ever since except for a term as commissioner of public charities of New York City and periods abroad with ARC during and after World War I.

Mr. Folks has made outstanding contributions to many fields of human welfare through service in positions of leadership and technical advice. He has acted as president of the National Conference of Charities and Corrections, the National Association for the Study and Prevention of Tuberculosis. He was also president of the National Conference of Social Work in 1923, the 50th aniversary year.

Comment

TO THE EDITOR: I should like to call attention to a note in the "Against Crime" department of your September issue, reporting that the California Prison Reorganization Act of 1944 established a psychiatric clinic at San Quentin Prison, under the supervision of the Adult Authority agency of the California State Department of Corrections. Commissioner McGee reports that the psychiatric clinic is known as a Guidance Center, and has four major divisions, medicine and surgery, sociology and casework, psychology, and educational counseling. . . . The law requires that the Commissioner of Correction shall establish a psychiatric clinic. Further, according to Mr. McGee, the Center is intended to "exercise control over the *professional treatment* of prisoners." It would be presumed then that the psychiatric clinic would be under the direction of a psychiatrist. However, in this instance a clinical psychologist is placed in charge. There can be no justification for this in the light of psychiatric practice and experience in diagnostic and treatment programs. A psychiatric clinical service must be directed administratively by a psychiatrist. To make a psychiatrist technically responsible without giving him the administrative responsibility which would make it possible to insure a professionally competent service is obviously unsound administrative policy and an abuse of psychiatric practice.

Can it be that in the whole State of California there was not one psychiatrist available for the position? A psychologist does not possess the medical training required to coordinate the medical and nonmedical aspects of individual criminal behavior. Since deviant social behavior is, at least in part, a function of the conflicted personality, the principles and methods of psychiatry must certainly be brought to bear upon this problem.

This episode emphasizes again the reactionary tenor of the philosophy which grips so many of the administrative leaders in American penology. Penology must recognize its responsibilities in adhering to the professional standards fostered by other fields of social welfare.

These comments are offered in the firm belief that the philosophy of administratively utilizing a psychiatric clinic in a penal setting has for years been a basically sound forward step. However, in the recent and present available descriptions of the process, the translation of that philosophy into practice goes far afield from what can be accepted as professionally sound. It would indeed be a severe set-back to a forward looking penology to have its philosophy stand or fall on the basis of these applications.

HARRY L. FREEDMAN, M.D.
Williamsburg, Va.

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BOOK REVIEWS

ARE YOU CONSIDERING PSYCHOANALYSIS? Edited by Karen Horney, M.D. Norton. $3.

THIS VOLUME, THE JOINT WORK OF six analysts, is primarily an attempt to answer doubts in the mind of a person "considering analysis," in order to help him successfully through the first *stage* of an analytic process: the stage before he seeks professional advice.

What happens during this stage is not essentially different from what happens later during treatment, or still later after treatment. Perhaps the most valuable contribution of this rather small book is to make this series of happenings an understandable process. We can give here a mere outline of the detailed and many-sided description of it given by the authors of this book. It is something like this:

Imagine a young girl at the gawky age of fifteen, not popular with boys, neglected at dances. She has been teased about her red hair, and the last thing she suspects is that it is lovely enough to make a beauty out of her; she keeps it covered, or tight-braided, and even considers dyeing it. In this mood, she sees at a dance a "gorgeous" brunette, dressed in glamorous crimson, and mobbed by the boys. The little redhead decides that crimson is the color for her, and after that will wear nothing else. It does horrible things to her hair, so she finally dyes her hair black, thereby losing her greatest asset. In time her reason for chosing crimson is forgotten—or "repressed."

The girl now imagines herself *to be* a glamorous brunette. A neurotic illusion has been established: the real self is buried, and a false self holds the field. If there were space we could go on to show how much of the girl's efforts would be wasted in maintaining this illusion—she would chose only those friends who would affirm it, and would narrow and distort her life to avoid anything that might disturb it.

What happens in analysis?

The Freudians direct their efforts largely toward the recapture of that repressed memory; the girl will presumably give up wearing crimson when she understands why she first chose it.

Dr. Horney and her co-authors focus attention on the present. They feel that the girl must have something in place of her illusion. One part of analysis is directed toward making her see what her illusion is doing to her—now; how it is ruining her life. The other part—fully as important—is to find out about that red hair, persuade her not to dye it, but to uncover it, let it shine out in all its glory, and to wear colors that suit it. If she can take a chance on her real self, she will sooner or later have good experiences. Boys will admire her. On this basis she can erect a real self-confidence which can be maintained without elaborate strategem. She may remember why she first chose crimson, but that will not be her main reason for giving it up. She becomes convinced that it *isn't doing anything for her,* that she can be more lovely without it; after that nothing could persuade her to wear it.

A good deal of the role of the analyst is to discover and develop the largely hidden beauty and worth of the real personality; and since it has been neglected, he may be the only person to whom it is visible for a time. He has been trained to see this beauty and worth; he can be counted on to appreciate it, and not to be taken in by the false crimson glamour of the neurosis. Sometimes this experience of encouragement and appreciation is essential to cure. It is what happens during treatment. After treatment, this type of experience can be had with other friends as well. Treatment is concluded when the illusionary self has been pretty well abandoned, a person's real worth established, accepted by himself, and on the way to be accepted by other people. ELIZABETH. LANCASTER
Manhasset, L. I., N. Y.

COLOR BLIND: A WHITE WOMAN LOOKS AT THE NEGRO, by Margaret Halsey. Simon & Schuster. $2.50.

WE HAVE PROFITED BY E. B. WHITE'S pungent paragraphs on that outmoded concept, national sovereignty. Now we have the pleasure of seeing Miss Halsey attack the musty, fusty chosen-race complex with the rapier of wit and satire, the current vocabulary of the younger set, and the strategy of psychological understanding.

Her brief, quickly read book is so good, one wishes, perhaps ungratefully, it could have been better. But objection must be made to her dismissal of African culture with a brief allusion untrue in its implications and her undifferentiated generalizations about Negro potentialities. When, however, she lightfoots it about the heavy figures of the emotionally immature, deftly stripping them of their fine grown-up masquerade to reveal the naked infantile weakness underneath, she may, or may not, teach us a degree more of objectivity. Neither she, nor any one else, of course, can teach the infant until he himself decides to grow up. But if we recognize the infant for what he is, we know better what to do with him.

This use of the psychological steel instead of the moral big stick should be learned by other reformers in a new scientific world. Do not mistake. Here is the same honest logic and moral courage which informed the Abolitionists. All the flippancy does not change that. The thrusts go home to provoke some fresh and stimulating thinking, and that is what we want—for the tragedy is great and its alleviation is long overdue.

New York City HELEN BUCKLER

THE SECOND FORTY YEARS, by Edward J. Stieglitz, M.D. Lippincott. $2.95.

THIS IS ONE MORE OF THE SEVERAL books which have been written, during the past few years, to awaken the intelligent lay reader to the importance of the problem of old age in our modern civilization. Dr. Stieglitz is one of the foremost geriatric physicians in this country. He has headed the unfortunately defunct Unit of Gerontology of the U. S. Public Health Service; he has edited an excellent handbook on geriatric medicine; and he has contributed much to our slowly advancing knowledge of the process of aging.

He has written an able, well organized, easily understood introduction to the many problems and objectives of old age research. However, the thought may be permitted that by now enough has been done to popularize the tremendous, vital, threatening and hopeful facts about our growing population of the aged, and that efficient action ought to take place. More popular books on the subject must necessar-

(All books ordered through Survey Associates, Inc., will be postpaid)

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Announcing—

Social Work Year Book

1947 **Russell H. Kurtz, Editor**

THE NEW 1947 EDITION continues the features which made its predecessors indispensable to persons in the field of social work: 79 signed, authoritative articles on social work and related subjects, and directories including 539 national agencies (governmental, voluntary, and selected Canadian).

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714 pages $3.50

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ORGANIZATIONS . . . cooperation, joint planning, practical machinery for coordination.

ily be repetitious. There can be no doubt that the future of old age is developing into the most revolutionary movement of our time.

Dr. Stieglitz, naturally, is fully aware of this, and it is to be hoped that many of his readers will be convinced by his conclusions:

"Solution of the sociological problem is urgent. The time is short and the numbers of the aged are increasing rapidly. There is need for a greater application of our existing knowledge of geriatric medicine in guiding leaders whose direct responsibilities involve the utilization of this potentially valuable part of our people. Extensive research, both in clinical medicine and into the fundamental biology of senescence, are requisite to further advance. To date, the capacities of the elderly are largely unexplored and their limitations poorly defined."

MARTIN GUMPERT, M.D.
New York City

HOW TO READ STATISTICS, by R. L. C. Butsch. Bruce. $2.50.

IN EXPLAINING TO LAYMEN THE essentials of statistical methods, authors generally assume either too little knowledge on the part of their readers and restrict themselves to a deceptively simple picture or they assume too much and leave their readers bewildered.

"How to Read Statistics" suffers from both shortcomings. Throughout the book the author does not assume that the reader can take a square root or understand a mathematical symbol. In the opening chapters he tries to get around this by using wordy language while in the more advanced chapters he suddenly jumps into whole pages of technical jargon. The mystery becomes all the greater for the reader when the author continuously refers to tables that are not there: "We look in the table of F under 4 degrees of freedom for the larger variance. . . ."

The book promises to explain to teachers, social workers, personnel directors and industrial executives, "something of the purposes . . . of the various statistical techniques and . . . application . . . to industrial, social and educational problems." Actually almost all the illustrations deal with high school and college grades and tests. Of the four exceptions, two involve the selection of chalk for schools.

A few definitely incorrect statements occur, the following one in several places: ". . . the difference between the means is statistically significant which implies that we are convinced that the true difference could never be zero." To explain why this is grossly misleading would take too much space in a nontechnical journal.

Altogether the book is by no means a survey for laymen of the field of statistics. The reader cannot possibly get even a first glimpse of the tremendous variety of extremely useful applications nor can he realize that he is being presented with one of the most important tools of scientific investigation.

PAUL NEURATH
Queens College, L. I., N. Y.

MINORITY PROBLEMS IN THE PUBLIC SCHOOLS, by Theodore Brameld. Harper. $2.50.

THEODORE BRAMELD HAS BROUGHT together in this book an enormous amount of information on administrative practices with regard to intergroup education. His method of presenting facts in several city school systems by fictionalizing names, population figures, and other characteristics to spare the

(Continued on page 93)

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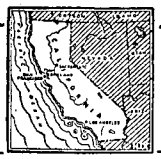
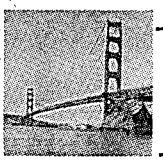


Associate and Special Group Meetings



AMERICAN ASSOCIATION OF GROUP WORKERS

Annual Meeting, San Francisco, Calif., April 13-19, 1947
Consultation service available at booth
Afternoon sessions: Monday, Tuesday, Wednesday, Thursday
Evening meeting: Thursday

AMERICAN ASSOCIATION OF PSYCHIATRIC SOCIAL WORKERS

See Program for National Conference
Consultation Service Available at Booth of National Committee for Mental Hygiene

AMERICAN ASSOCIATION OF SOCIAL WORKERS

April 11, 12, and 13, Delegate Conference, Civic Auditorium
Consultation and Literature at Association's Booth

AMERICAN LEGION

National Child Welfare Division

THE AMERICAN NATIONAL RED CROSS

Headquarters—St. Francis Hotel
Consultation at Exhibit Booth and Hotel
Meeting: April 15—2:00 to 3:30 P.M.
Subjects: "Changes in the Organizational Structure of the American Red Cross"—"The Red Cross Looks Back at the Crossroads"

CHILD WELFARE LEAGUE OF AMERICA, INC.

Headquarters and Consultation appointments at Conference Booth
Publications Display
Afternoon Sessions: Monday through Friday
Annual Meeting: Thursday evening, Hotel Whitcomb

COMMUNITY CHESTS AND COUNCILS, INC.

Headquarters, St. Francis Hotel
Consultation Service, Exhibit
Social Service Exchange
Committee on Volunteer Service

COUNCIL OF SEAMEN'S AGENCIES

Meeting Wednesday, April 16th—2:00 to 3:30 P.M.
For details, program information, etc., write
O. C. Frey, Secretary, 25 South Street, New York 4, N. Y.

EPISCOPAL SERVICE FOR YOUTH
NATIONAL COUNCIL CHURCH MISSION OF HELP, INC.

Exhibit and Consultation at Booth
Annual Meeting in New York

FAMILY SERVICE ASSOCIATION OF AMERICA

Consultation and Exhibits—Booth, Auditorium
Headquarters, Sir Francis Drake Hotel
Meetings: April 14, 15, 16, 17—2:00 P.M.

NATIONAL COUNCIL OF Y.M.C.A.'s

Headquarters: Central Y.M.C.A., 220 Golden Gate Ave.
April 14—12:15 P.M. Luncheon of delegates at Central Y.M.C.A.
Information: Lorne W. Bell, 715 S. Hope Street, Los Angeles, Calif.

NATIONAL COUNCIL ON NATURALIZATION AND CITIZENSHIP

April 16—2:00 P.M., War Memorial Building, Who Are Our Non-Citizens?
April 17—2:00 P.M., War Memorial Building, Problems of American Citizenship
April 18—8:30 P.M., California Hall, Joint Meeting on Racial Discrimination and American Citizenship

NATIONAL FEDERATION OF SETTLEMENTS, INC.

April 14—4:00-5:30 P.M.
April 18—2:00-3:30 P.M.
Booth and Consultation Service

NATIONAL PROBATION ASSOCIATION

April 10-12, Hotel Whitcomb
Subjects: probation, parole, juvenile courts, detention, community preventive movements
Consultation Booth

NATIONAL PUBLICITY COUNCIL

April 15—2:00 P.M.—*Public Relations in Race Relations*
April 16—2:00 P.M.—***Letting the Public in on the Real Objectives of Group Work Agencies***
April 18—11:00 A.M.—*The Day to Day Public Relations Job*
April 19—11:00 A.M.—*Interpretation of Social Case Work*

THE NATIONAL SOCIETY FOR CRIPPLED CHILDREN AND ADULTS
11 South LaSalle Street, Chicago 3, Illinois

Delegates invited to visit headquarters booth and attend meeting on cerebral palsy, Thurs., April 17—2:00-3:30 P.M.
Exhibit of pamphlets and publications
Official publication, *Crippled Child Magazine*

NATIONAL SOCIETY FOR THE PREVENTION OF BLINDNESS, INC.

Wednesday, April 16—4:00-5:30 P.M., California Hall, Room 201
Subject: The Role of Medical Social Work in the Field of Sight Conservation
Exhibit and Consultation Booth

THE NATIONAL TRAVELERS AID ASSOCIATION

Exhibit and consultation at booth in Civic Auditorium
April 14th to 17th—2:00-5:30 P.M., War Memorial Building

THE SALVATION ARMY

Descriptive literature and consultation service available at booths. Appointments will be made with Officers on specific phases of Salvation Army work

SOCIAL WORK VOCATIONAL BUREAU

Exhibit at booth for information on services and membership
Annual membership meeting to be held later in the Spring

SURVEY ASSOCIATES, INC.

Survey Graphic and Survey Midmonthly
Book Exhibits

74th National Conference of Social Work

San Francisco, 1889—1929—1947

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DIRECTORY OF SOCIAL ORGANIZATIONS

American Red Cross

THE AMERICAN NATIONAL RED CROSS—Administered through national headquarters in Washington, D. C., and five area offices in New York, N. Y., Alexandria, Va., Atlanta, Ga., St. Louis, Mo., San Francisco, Calif. There are 3,754 local chapters organized mostly on a county basis. Services of the Red Cross are: Services to the Armed Forces, Services to Veterans, Community Service to Camps and Hospitals, Relief to Prisoners of War, International Activities, Disaster Preparedness and Relief, Nursing Services, Nutrition Service, First Aid, Water Safety and Accident Prevention, Blood Donor Service, Volunteer Special Services, American Junior Red Cross, and College Units.

Blind

AMERICAN FOUNDATION FOR THE BLIND, INC.—15 West 16th Street, New York. A national organization conducting research and field service. Library. Mechanical appliances for the blind. William Ziegler, Jr., President; Robert B. Irwin, Executive Director.

Community Chests

COMMUNITY CHESTS AND COUNCILS, INC., 155 East 44th Street, New York. Information and consultation about cooperative planning and financing of social work through chests and councils of social agencies.

Family Living

ASSOCIATION FOR FAMILY LIVING, THE. Resource in child guidance, marriage, and family relations. Speakers, counseling, library and materials in youth and parent education. 209 S. State St., Chicago.

THE AMERICAN INSTITUTE OF FAMILY RELATIONS (inc. 1930), directed by Paul Popenoe. Public education, personal service, research. Write for list of publications. 607 S. Hill St., Los Angeles, Calif.

Foundation

RUSSELL SAGE FOUNDATION—For the improvement of social and living conditions—Shelby M. Harrison, General Director, 130 E. 22nd St., New York 10. Departments: Arts and Social Work, Industrial Studies, Library, Social Work Administration, Social Work Interpretation, Social Work Year Book, Statistics, Studies in the Professions. The publications of Russell Sage Foundation offer to the public in practical and inexpensive form some of the most important results of its work. Catalogue sent upon request.

Industrial Democracy

LEAGUE FOR INDUSTRIAL DEMOCRACY—Promotes a better understanding of problems of democracy in industry through its pamphlets, research and lecture services and organization of college and city groups. Executive Director, Harry W. Laidler, 112 East 19th Street, New York 3, N. Y.

Racial Adjustment

NATIONAL URBAN LEAGUE with 54 branches seeks to improve living and working conditions among Negroes. Conducts surveys and research as basis for its services. During war and post-war period specializes in securing full use of Negro manpower in production and reconversion. Publishes "Opportunity," Journal of Negro Life, and other special bulletins on interracial and community problems. Provides fellowships in Social Work and Labor Relations. Gifts solicited. 1133 Broadway, New York 10.

TUSKEGEE INSTITUTE, since 1881, has followed a program of service in offering practical training for Negro youth and in promotion of interracial good will. Maintains Department of Records and Research for compiling and releasing pertinent information on race relations and Negro progress. Published material available. F. D. Patterson, President, Tuskegee Institute, Alabama.

Child Welfare

BERKSHIRE INDUSTRIAL FARM, Canaan, New York. A national, non-denominational farm school for problem boys. Boys between 12 and 14 received through private surrender or court commitment. Supported by agreed payments from parents or other responsible persons, in addition to voluntary contributions. For further information address Mr. Byron D. Paddon, Superintendent, or the New York Office at 101 Park Ave. Tel.: Lex. 2-3147.

BOYS' ATHLETIC LEAGUE, INC., 112 East 19th Street, New York 3. Algonquin 4-1753. Arranges invitation tournaments in indoor and outdoor sports for Boys' Clubs, Social Settlements, Community Centers, Church Houses, Y. M. C. A.'s, Y. M. H. A.'s, etc., throughout Greater New York. Gustavus T. Kirby, Honorary President Malcolm Van Zandt, President; Robert E. McCormick, Treasurer; Willard L. Kauth, Director. Sponsors: The Benjamin Harrison Recreation Center, 657 Tenth Avenue; The Lincoln Recreation Center, 235 West 113 Street; Tot-Lot Playground, 422 West 49th Street; Camp Sebago, Camp Wakonda and Camp Orenda in the Palisade-Interstate Park; Co-Sponsor School Settlement, 120 Jackson Street, Brooklyn; Lafayette Community Center, Sumner and Lafayette Streets, Brooklyn.

BOYS CLUB OF AMERICA, INC., 381 Fourth Avenue, N.Y.C.—David W. Armstrong, Exec. Dir. A national organization. Serves member Clubs in programs, activities, methods, financing. Organizes new Clubs. BoysCluBs prepare boys for responsibilities of citizenship. Activities include recreation, physical and health training, vocational training and guidance, and character building under leadership. Work with boys from low income areas.

BOY SCOUTS OF AMERICA, 2 Park Ave., N.Y.C. Inc. in 1910 & chartered by Congress in 1916 to develop character in boys & train them in citizenship. Programs: Cubbing, boys 9-11; Scouting, 12 and older; Senior Scouting, 15 years and older, available locally through sponsorship by schools, churches, fraternal orders, civic groups, etc. Walter W. Head, Pres., Dr. Elbert K. Fretwell, Chief Scout Executive.

CAMP FIRE GIRLS, INC., 88 Lexington Ave., New York City 16. Dr. Bernice Baxter, President; Miss Martha F. Allen, National Executive. Founded by a group of educators; incorporated 1912. Oldest national organization in America serving girls, provides health and character building program, with emphasis on home skills. Age groups served are Blue Birds (7-9 years), Camp Fire Girls (10 through junior high school age), and Horizon Clubbers (senior high through junior college).

CHILD WELFARE LEAGUE OF AMERICA—130 E. 22nd Street, New York City. A league of children's agencies and institutions to secure improved standards and methods in their various fields of work. It also cooperates with other children's agencies, cities, states, churches, fraternal orders and other civic groups to work out worthwhile results in phase of child welfare in which they are interested.

NATIONAL CONFERENCE OF JUVENILE AGENCIES—Devoted to improving methods of care and rehabilitation of delinquent, dependent and neglected children and prevention and treatment of juvenile delinquency. Annual meeting. "The Proceedings," sent to members. Fee $3.00. Established 1903. Executive Secretary, E. L. Johnstone, Woodbine, New Jersey.

THE NATIONAL SOCIETY FOR CRIPPLED CHILDREN AND ADULTS, INC., 11 South LaSalle Street, Chicago 3, Illinois. E. W. Palmer, President; Lawrence J. Linck, Executive Director. The Society through its 2000 state and local member units seeks to provide health, welfare, educational, recreational, vocational and employment services to all types of handicapped persons, adjusting its services to each community and the programs of other agencies. Maintains special cerebral palsy services; consultation by professional staff; loan library. Financed by annual sale of Easter Seals. Publishes "The Crippled Child," a magazine for parents of handicapped children, bimonthly, $1.00 a year.

Health

AMERICAN HEARING SOCIETY—1537 35th Street, N.W., Washington 7, D. C. A national organization devoted to prevention of deafness, conservation of hearing and rehabilitation of the hard of hearing. Monthly publication, HEARING NEWS, $2.00 a year. Literature for sale. Information given concerning problems of the hard of hearing. Field Service. C. Stewart Nash, M.D., president; Harry P. Wareham, Executive Vice President.

NATIONAL JEWISH HOSPITAL AT DENVER, 3800 East Colfax Ave., Denver, Colorado. Samuel Schaefer, Executive Director, Allan Hurst, M.D., Medical Director. Free, non-sectarian for needy tuberculous adults and children. (Kosher dietary.) Maintains children's service. Medical, educational, vocational, occupational, psychological, psychiatric and social services. H. J. Corper, M.D., Research Director; Mrs. Ruth Axelrad, director of Social Service and Vocational Therapy. New York area: 19 West 44th St., Herman Sanders, director; applications to Mrs. Erna L. Lindebaum, director of Social Service. Philadelphia area: 1831 Chestnut St., Harold Greenspun, director. Chicago area: 30 North La Salle St., Louis Freed, director. Los Angeles area: 810 So. Spring St., Albert J. Silverman, director. Other applications through local Jewish Federation and Welfare Funds or direct to Hospital.

NATIONAL TUBERCULOSIS ASSOCIATION—1790 Broadway at 58th St., New York. Dr. Kendall Emerson, managing director. Pamphlets of methods and programs for the prevention of tuberculosis. Publications sold and distributed through state associations in every state. American Review of Tuberculosis, medical journal, $8.00 a year; and Monthly Bulletin, house organ, free.

PLANNED PARENTHOOD FEDERATION OF AMERICA, INC. (formerly Birth Control Federation of America)—A clearing house cooperating with social workers in referring mothers to medically directed birth control clinics in 42 states, including 20 centers in Greater New York. In areas lacking centers, qualified physicians are available. Phone or write: 501 Madison Avenue, New York City. WIckersham 2-8600. Honorary Chairman, Margaret Sanger. President, The Rev. Cornelius P. Trowbridge; Associate Medical Director, Eva F. Dodge, M.D.

THE RESEARCH COUNCIL ON PROBLEMS OF ALCOHOL, 60 East 42nd St., New York 17, N. Y. An associated society of The American Association for the Advancement of Science. Its aim is to help bring about, through research and education, a continuous reduction in alcoholism and the alcoholic psychoses, accidents, inefficiency, and various states of ill health associated with the excessive use of alcohol. Members pay five dollars per year or more.

MARGARET SANGER RESEARCH BUREAU
17 W. 16th St., N. Y. City. WA 9-6200.
MARGARET SANGER, Director.
Every day 9 A.M. to 4 P.M.
Saturday 9 A.M. to 1 P.M.
Wednesday & Thursday evenings 5:30 to 8 P.M.

Recreation

NATIONAL RECREATION ASSOCIATION—325 Fourth Ave., New York City. To bring to everybody in America, young or old, an opportunity to find the best and most satisfying recreational use of leisure time through participation in music, drama, sports and games, arts and crafts, nature activities; and to help secure adequate playground, recreation centers, swimming pools, beaches, athletic field and other recreational facilities.

Penology

THE OSBORNE ASSOCIATION, INC., 114 East 30th Street, New York, N. Y. Telephone CAledonia 5-9720-9721. Activities:—Collects information about correctional institutions and works to improve correctional methods and standards. Aids released prisoners in their problems of readjustment by securing employment and giving such other assistance as they may require. Austin H. MacCormack, Exec. Dir.

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Directory of Social Organizations (cont.)

National Conference

NATIONAL CONFERENCE OF SOCIAL WORK—Arlien Johnson, President, Los Angeles, Calif.; Howard R. Knight, Secretary, 82 N. High St., Columbus, Ohio. The Conference is an organization to discuss the principles of humanitarian effort and to increase the efficiency of social service agencies. Each year it holds an annual meeting, publishes in permanent form the Proceedings of the meeting and issues a quarterly Bulletin. Proceedings are sent free of charge to all members upon payment of a membership fee of $5. 74th Annual Meeting, April 12-19, 1947, San Francisco, Calif.

Religious Organizations

HOME MISSIONS COUNCIL OF NORTH AMERICA—297 Fourth Ave., New York City. The inter-denominational home mission body of 23 denominations. Executive Secretaries, Edith E. Lowry, Mark A. Dawber; Migrant Supervisors: Western, Mrs. F. E. Shotwell, 3330 West Adams Blvd., Los Angeles, Calif.; Mid-Western, The Rev. Ellis Marshburn, 203 North Wabash Ave., Chicago, Ill.

NATIONAL JEWISH WELFARE BOARD, 145 East 32 Street, New York 16, N. Y. Frank L. Weil, President; Joseph H. Cohen, Treasurer; Joseph Rosenzweig, Secretary; Louis Kraft, Executive Director. A national agency serving as National Association of Jewish Community Centers, YMHAs, etc., and providing welfare, religious and social activities for soldiers and sailors and other members of armed forces. A member of the United Service Organizations.

NATIONAL BOARD, YOUNG WOMEN'S CHRISTIAN ASSOCIATION, 600 Lexington Ave., New York City. An international Christian woman movement devoted to service for women and girls and the attempt to help build a society in which the abundant life is possible for every individual.

NATIONAL COUNCIL OF JEWISH WOMEN, 1819 Broadway, New York 23, N. Y. FIFTY YEARS' SERVICE TO FAITH AND HUMANITY. SERVICE TO FOREIGN BORN—Immigrant aid, port and dock work, naturalization aid Americanization classes, location of relatives in war-separated families. SOCIAL WELFARE AND WAR ACTIVITIES—Council houses and clubs, nurseries, clinics; scholarships, camps, teen-age canteens; work with handicapped. Participation in national wartime programs through educational projects and community activities. EDUCATION DIVISION—Contemporary Jewish affairs, international relations and peace, social legislation. Study groups under national direction keep Jewish women throughout country alert to vital current issues. 215 Senior Sections in United States. 100 Junior and Councilette Sections. 65,000 members.

NATIONAL COUNCIL OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS—347 Madison Ave., New York City; 1201 local Associations federated for Christian leadership and citizenship training among young men and boys.

Social Work Personnel

SOCIAL WORK VOCATIONAL BUREAU 122 East 22nd Street, New York City. National placement and counseling service in case work fields. Membership organization for social workers and agencies. No placement fee. Barbara Jack, Director.

This DIRECTORY appears in Survey Midmonthly twelve times a year. Rates are 30 cents a line (actual) per insertion. For information contact the Advertising Department.

(Continued from page 90)

cooperating schools embarrassment yet presenting the practices clearly to the reader is a unique procedure. It is the reviewer's opinion that his slight alterations detract nothing from the value or forcefulness of the study.

The writing style is racy, easy reading. It has the *Readers Digest* hard-to-lay-down quality. The summary chapter is extremely helpful in that it brings together for the reading audience the significant features of each school system described. The appendix, which is devoted to a description of the plan and organization of the study, is an indispensable part of the book. It is our recommendation to every reader that he read the last chapter first.

One gets the impression from the first that Mr. Brameld is dead-in-earnest about his objective and that he has a feeling of extreme urgency in getting his story told, in cutting to the meat of the problems confronting school people in these seven cities mentioned, in analyzing them, and in providing concrete recommendations for progress toward democratic goals. One gets the feeling, too, that the author has tried to be scrupulously fair to all those who have cooperated in the survey.

As a practical guide and as a source book of information on successful administrative practices, it would seem that every administrator confronted with minority problems could find ideas and techniques which might be adapted to his local situation. Good and bad situations are described in a great variety of settings, in a cross section of the country, and with a variety of minority groups.

In our humble opinion, Mr. Brameld has made a distinct contribution to school men of the country in providing such a volume. It is worth careful study by all educators who are concerned with the development of down-to-earth democratic practices.

RICHARD A. NUZUM
Principal, Froebel School, Gary, Ind.

THE PAMPHLET SHELF

A HOUSING PROGRAM FOR AMERICA, by Charles Abrams. 25 cents. Discount on large orders. League for Industrial Democracy, 112 East 19 Street, New York 3. *A ten-point program for the clearance of city slums and the provision of decent modern homes for all the people of America through public, cooperative, and private enterprise.*

MUTUAL HOUSING. Prepared by the Economics and Housing Branch of the National Housing Agency. 15 cents. Superintendent of Documents, Washington, D. C. *This pamphlet explains in detail the special federal mortgage aids available to veterans, and lists in organizational sequence thirty-three steps in constructing and financing a cooperative housing project.*

EFFECT OF CORPORATE INCOME TAXES ON RENTAL HOUSING, by Randolph Paul and Miles Colean. $1. National Committee on Housing, One Madison Avenue, New York 10. *Two authorities in the fiscal and housing fields recommend the elimination of the corporate income tax to stimulate construction of rental housing, and show why, and how, in the interest of all, it should accomplish its objective.*

HOUSING DIRECTORY — 1946-1947. $3. National Association of Housing Officials, 1313 East 60 Street, Chicago 37, Ill. *The annual housing handbook which lists, as usual, all housing agencies—official, unofficial, national, regional, state and local—with pertinent data. This year's directory includes one section on the country's large scale housing developments (1,500 of them), and another on the status of enabling housing legislation for every state.*

THE DETROIT PLAN. Detroit Housing Commission. *A simplified outline of Detroit's current experiment in slum clearance, applicable with variations to other urban areas.*

THE LARGE SCALE PLANNED COMMUNITY AS AN INVESTMENT. Buhl Foundation, Farmers National Bank Building, Pittsburgh, Pa. *Charles F. Lewis, director of the Foundation and its Chatham Village advocates, on the basis of this successful fifteen-year old housing experiment, increased activity in the field of direct building and operation of large scale housing developments by banks and insurance companies, and the passage of enabling legislation throughout the country, to this end.*

BLIGHTED AREAS. Metropolitan Housing Council, 69 West Washington Street, Chicago, Ill. *Dr. Henry Heald, president of the Illinois Institute of Technology and chairman of the South Side Planning Board, elaborates a program of action for Chicago in the first of a series of forums sponsored by the council.*

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WORKERS WANTED

Opportunities for Work in
PHILADELPHIA SETTLEMENTS

WOMAN skilled in group and case work to work chiefly with Negro girls. M.S.W. and experience. Salary $3000. 8534 Survey.

PROGRAM SUPERVISOR for interracial settlement. M.S.W. Salary $3000. 8535 Survey.

PROGRAM SUPERVISOR for settlement in Italian neighborhood. M.S.W. Salary $3000. 8536 Survey.

RESIDENT DIRECTOR of branch settlement. Polish-Irish-Negro neighborhood. Development of neighborhood leadership essential. Maturity and experience needed. Quarters and $3000. 8537 Survey.

OPPORTUNITIES AVAILABLE

WANTED—(a) Director of social service department and, also, an admitting social worker; 300-bed hospital having 125 general ward beds; duties of latter consist primarily of determining financial eligibility for ward care; residential town located vicinity New York City; minimum, $3,000. (b) Medical social worker for recently opened out-patient department; large hospital, Hawaii. (c) Director of social service department; state training school for mental defectives; experienced psychiatric social worker required; $3,000. (d) Social worker to serve as assistant consultant, state rehabilitation program; preferably someone with experience in tuberculosis hospital; Middle West. SG3-1. The Medical Bureau (Burneice Larson, Director), Palmolive Building, Chicago 11.

EXECUTIVE SECRETARY wanted for Family Welfare Agency. Must have training plus experience, to supervise agency and do part of case work. Salary $3200. Write: Mrs. Earl Brandel, Court House, Portsmouth, Ohio.

SUPERVISOR, professionally trained and experienced in multiple service case work agency to have charge of unit where child placement and adoption work is done. Duties include administration of unit, supervision of 2 case workers and student, promotion of home finding program, responsibility for Foster Care Committee of Board, and participation in agency's general interpretative program. Salary range, $3500-$4000. Jewish Social Service Bureau, 15 Fernando Street, Pittsburgh, Pa.

STENOGRAPHIC ASSISTANT (WOMAN) FOR ADMINISTRATIVE STAFF OF THE FRONTIER NURSING SERVICE IN THE KENTUCKY MOUNTAINS. SEND DATA SHEET TO AGNES LEWIS, EXECUTIVE SECRETARY, WENDOVER, KENTUCKY.

MALE CASEWORKER, private agency in correctional field. Graduate from an accredited School of Social Work. Beginning salary $2600. Opportunity for advancement. Position now vacant. Pennsylvania Prison Society, 311 S. Juniper Street, Philadelphia 7, Pa.

CASEWORKERS—Catholic Family and Child Care agency has two staff vacancies. Salary according to professional training and experience. Opportunity for advancement. Must have graduate training. Catholic Charities, 418 N. 25th Street, Omaha, Nebraska.

CASEWORKER, interesting position. Private agency in Middle West. City of sixty thousand. Salary based on education and experience. 8521 Survey.

VACANCIES for case workers on Children's Aid Society staff in city distant overnight from New York. Limited case loads. Opportunity for continued training in School of Social Work. Salary according to training and experience. 8530 Survey.

JUNIOR SOCIAL WORKER (Woman) needed in Children's Institution in Connecticut, providing generalized child welfare program. 8529 Survey.

TWO CASE WORKERS wanted for an expanding family agency. Excellent supervision and community opportunities. Salary commensurate with training and experience. John W. Anderson, 411 Walnut Street, Allentown, Pa.

CASEWORKER—Catholic Family and Child Care Agency has two staff vacancies. Salaries according to professional training and experience. Graduate training required. Appointment to be effective immediately or before September 1. 8543 Survey.

WORKERS WANTED

CASEWORKERS AND SUPERVISOR, professionally trained, for multiple service family casework agency. Interesting and challenging opportunity.
CASEWORKERS .....$2400-$3840
SUPERVISOR .....$3600-$4500
Write Director, Jewish Social Service Bureau, 127 N. W. Second Street, Miami 36, Fla.

SUPERVISOR, man or woman, for child guidance agency where treatment is carried mainly by psychiatric social workers, under immediate and close supervision of an outstanding nationally known psychiatrist. Experience in a child guidance agency or related psychiatric work desirable. Interesting and challenging opportunity. Apply Jewish Child Guidance Bureau, 682 High Street, Newark, New Jersey.

A CHILDREN'S INSTITUTION in New England needs a Director of Social Service (Woman). Graduate training and a number of years in generalized child welfare program essential. 8528 Survey.

CASE WORKER, family agency experience preferred, School of Social Work training required. Located in attractive residential community, twenty minutes from Philadelphia. Main Line Family Service Agency, 18 Simpson Road, Ardmore, Pa.

CASE WORKERS, for non-sectarian family and children's agency located in New York State, salary based on professional training and experience. First, desired: one having graduate training. Second, considered: one having one year of graduate training who would later be given educational leave to complete training. 8520 Survey.

CASE WORK POSITIONS—Full and part time. Part time employees work week ends while attending Chicago graduate schools of social work. Personnel policy sent upon request. Interviews arranged at San Francisco National Conference of Social Work, or as desired. Write, Travelers Aid Society, 608 South Dearborn Street, Chicago 5, Illinois.

CASEWORKER—Vacancy in July for graduate school of social work class 1947. Well established Catholic family and child care agency. 8545 Survey.

VOCATIONAL REHABILITATION COUNSELORS, state agency. College graduation and related experience required. Salary $2400 to $3600.

CHILD WELFARE SUPERVISORS, professionally qualified to work in state agency. 3-4 years experience required. Salary $2280 to $3540. For details and application blanks write before March 29 to Merit System Supervisor, 211 Atlas Building, Charleston 1, West Virginia.

WANTED: Executive for Family agency, location Southern New England. State age, experience, salary expected. 8541 Survey.

OPPORTUNITY for learning to administer child service agency in simple setting under the guidance of trained field supervisors. Includes working with Citizens' Committee, public officials and supervising a visitor. Provisional appointments under civil service, experience required, professional training desired. Beginning salaries $2562 and $3838, depending on size of county. Rural Child Welfare Unit, Department of Welfare, Harrisburg, Pa.

OPENINGS IN CAPITOL CITY OF WASHINGTON STATE

SENIOR CHILDREN'S WORKER: One year graduate social work plus one year professional employment required. Salary range, $190 to $230.

SENIOR VISITOR: College graduation plus two years professional experience required. Graduate work may be substituted for experience. Salary range $190 to $230.

JUNIOR CHILDREN'S WORKER: College graduation plus one year graduate social work. Salary range $170 to $210.

Car essential in all above positions. Starting salary depends on experience. No residence requirements.

Further information upon request. Address inquiries: Hugo Fenske, Administrator, Thurston County Welfare Department, P. O. Box 719, Olympia, Washington.

Personal interview at National Conference can be arranged.

CASEWORKER—Graduate of school of social work interested in continuing on in treatment area. Salary on supervisory level. Catholic agency. 8544 Survey.

WORKERS WANTED

TRAINED CASE WORKER by Family Service Association of Utica, New York. Excellent opportunity for intensive case work in general family relationships, youth problems and with unmarried mothers. Permanent position, immediate opening. Adequate salary based on training and experience. References exchanged. 8507 Survey.

TRAINED CASEWORKERS WANTED FOR CATHOLIC FAMILY & CHILD WELFARE AGENCY EXPANDING AND DEVELOPING ITS PROGRAM.
GRADE I .....$2400-$3180
GRADE II .....$2700-$3360
CATHOLIC SOCIAL SERVICE, 995 MARKET STREET, SAN FRANCISCO 3, CALIF.

WANTED: By the Worcester State Hospital, Worcester, Mass., a Psychiatric Social Worker, who may live in, or outside the hospital. Among the duties are history taking, investigation of home, community and work situations to which patients are to return on release, supervision of patients who are on visit in the community, and possible supervision of students from Schools of Social Work. Address inquiries to Bardwell H. Flower, M.D., Superintendent.

JACKSONVILLE! ! ! Two or three professionally qualified caseworkers desired immediately by well-known, privately supported, state wide, non-sectarian, child placing agency.

MIAMI! ! ! Graduate caseworker wanted for homefinding and adoptive studies. Excellent supervision assured. Salary range $2100 to $2700. Write to Children's Home Society of Florida, 403 Consolidated Bldg., Jacksonville, Florida.

CASE WORKERS WANTED for agency engaged in institutional and foster home care for children in the Chicago area. Experience in child or family welfare desirable. Good community resources. Work-study program. Excellent supervision and staff development program. Personnel policy. Salaries range from $1800 to $3000 per year depending upon training and experience. 8478 Survey.

NATIONAL JEWISH COMMUNITY ORGANIZATION desires directors for large metropolitan areas. Work entails administration, programming and organizing. Community organization and/or group work experience required. State experience, educational background, last position held, last salary and other pertinent information. 8501 Survey.

CASEWORKERS needed for child placing agency of good standards. Two years social service training required. Salary range $2200-$3200. Children's Service Bureau, 127 N. W. Second St., Miami 36, Florida.

IMMEDIATELY, Executive case worker for private family agency. Opportunity for experience in administration, case work and community interpretation. Requirements, one year of graduate training in a recognized school of social work and one year of case work experience. Apply Social Service League, 312 Eisfeld Bldg., Burlington, Iowa.

SUPERVISOR AND CASE WORKERS: Professionally trained with experience. Multiple-service agency rapidly growing Metropolis. Salary: Supervisor, $3,000-$3,600. Case Workers, $2,100-$3,000, depending on qualifications. Write DePelchin Faith Home and Children's Bureau, Houston 7, Texas.

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SITUATIONS WANTED

POSITION AS DIRECTOR OF CHILDREN'S INSTITUTION. Several years experience in administration of Institutions for dependent children. Camp experience as Counselor and Director. College graduate. Male. Unmarried. Good references. 8515 Survey.

YOUNG WOMAN, 2 years experience case worker, 2 years experience industry, seeks position as caseworker, intake interviewer, personnel worker, related fields, before graduate study. 8495 Survey.

YOUNG, mature woman, New York School of Social Work graduate (M.S.), with seven years experience including administration in children's institution and child care centers, seeking challenging administrative, consultative, community organization, or interracial program position, public or private agency. Excellent references. New York area preferred. Any locality considered. 8538 Survey.

PERSONABLE man of 41 years with highly successful experience in all phases of child-caring seeks challenging opportunity as superintendent, assistant or program director in children's institution. Fund-raising, public relations, programming and camping experience. Can assume responsibility. Plenty of initiative. 8518 Survey.

MAN TEACHER, 23, with B.S. in teaching, wants to supervise boys, 8-12, in midwestern institution, summer and maybe permanently. 8523 Survey.

WANTED SUMMER POSITION. Travel or summer camp. Man, M.A. degree, experienced in social service and education. Available April first. 8526 Survey.

POSITION involving community and casework wanted by man, 26, M.S.W. Experience in child placing and family fields. 8539 Survey.

EXECUTIVE, Male, Christian, M.A. degree, rich experience handling Juvenile and Domestic Relation problems, desires position with broader responsibilities; thoroughly acquainted with court procedure. 8533 Survey.

SITUATIONS WANTED

PERSONNEL, TEACHING, OR SUPERVISORY post by woman with fifteen years' experience, caseworker and supervisor in children's field, public and private agencies; also brief experience in public assistance and private family service. M.A. in Sociology and one year professional training. 8531 Survey.

SOCIAL WORKER, thorough training and vast European experience various branches of social service, Master's degree social work and 7 years American case work experience family and children's agencies, interested in position in administration, agency reorganization, planning and management of new projects. Eastern U.S. smaller city preferred. 8532 Survey.

ASSISTANT EXECUTIVE DIRECTOR, male, single, many years diversified experience, now actively engaged in Orphanage as Administrator in charge of personnel, purchasing, food planning and modern child-care programming, seeks challenging opportunity in the delinquent, orphanage, or old age field, highest references. 8542 Survey.

MALE PSYCHIATRIC SOCIAL WORKER, 26, graduate, interested psychiatric, institutional and especially intensive children's work Two years pre-graduate experience. Large metropolitan location or New York preferred. Minimum salary $2900. 8540 Survey.

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